

ABBREVIATIONS USED IN THIS DOCUMENT

AsgiSA	-	Accelerated and Shared Growth Initiative for SA
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CDW	-	Community Development Worker
CIF	-	Capital Investment Framework
CIP	-	Comprehensive Infrastructure Plan
CS	-	Corporate Services
DBSA	-	Development Bank of South Africa
DCOGTA	-	Department of Cooperative Governance and Traditional
DEAT	-	Department of Environment, Agriculture and Tourism
DME	-	Department of Minerals and Energy
DOE	-	Department of Education
DOHS	-	Department of Humana Settlement
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
FBS	-	Free Basic Services
FS	-	Financial Services
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
GKM	-	Greater Kokstad Municipality
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	-	Integrated Development Plan
IPD	-	Infrastructure, Planning and Development
KEDA	-	Kokstad Economic Development Agency
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LRAD	-	Land Redistribution for Agricultural Development
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Cooperative Governance and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant

MMO	-	Municipal Manager's Office
MTEF	-	Medium-Term Expenditure Framework
NSDP	-	National Spatial Development Perspective
OPMS	-	Organizational Performance Management System
OVC	-	Orphaned and Vulnerable Children
PA	-	Planning Authority
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
PSEDS	-	Provincial Spatial Economic Development Strategy
RRTF	-	Rural Road Transport Forum
SCAP	-	Special Case Area Plan
SD	-	Social Development
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDM	-	Sisonke District Municipality
SMME	-	Small, Medium and Micro Enterprise
SOE	-	State Owned Enterprises

A. EXECUTIVE SUMMARY

1. INTRODUCTION

A Comprehensive Integrated Development Plan for Greater Kokstad Municipality, covering the period of 2007 – 2012, was formulated and adopted in 2007 in terms of the Local Government Municipal System Act (Act 32 of 2000). The Integrated Development plan (IDP) has annually been reviewed and adopted. This document presents the **third review** (2010/2011) of the second comprehensive IDP prepared for Greater Kokstad Municipality for the period of 2007/2008 – 2012/2013.

This IDP has been developed in accordance with Section 34 of the Local Government Municipal Systems Act, 2000 (Act No.32 of 2000) which stipulates that the Council must review its integrated development plan annually in accordance with an assessment of its performance in terms of Section 41 and to the extent that changing circumstances so demand.

The structure of the document is simple but direct, in order to enable and facilitate its implementation. The document is structured as follows:

- ❖ **Section A** provides an Executive Summary with an overview of the municipality, key features of the municipality, participatory mechanisms and processes including how the IDP was developed.
- ❖ **Section B** provides the situational analysis of the municipality and identification of key issues that need to be addressed within the IDP.
- ❖ **Section C** presents the development vision, strategies and programmes for the Greater Kokstad Municipality.
- ❖ **Section D** provides a high level overview of the municipal spatial development vision in the form of a Spatial Development Framework.
- ❖ **Section E** presents stakeholder and sector department involvement and the status of Sector Plans.
- ❖ **Section F** details the Five Year Implementation Plan.
- ❖ **Section G** presents IDP projects.
- ❖ **Section H** presents the municipal three (3) year Financial Plan.
- ❖ **Section I** presents the Performance Management System: both organizational/institutional and individual.
- ❖ **Section J** presents details on the status of applicable Sector Plans.

2. OVERVIEW OF GREATER KOKSTAD MUNICIPALITY

The Greater Kokstad Municipality forms part of the Sisonke District Municipality area (DC43), which lies on the south west tip of KwaZulu-Natal, bordered by Matatiela Local Municipality on the West, Lesotho and part of Eastern Cape on the North West.

The Greater Kokstad Municipal area of jurisdiction is approximately 2679, 8370 square kilometers in extent. The Greater Kokstad shares its borders with KwaSani, Matatiela, Umziwabantu local municipalities and the KwaZulu-Natal enclosed portion of the Eastern Cape Province. It is one of the five municipalities that make up the Sisonke District Municipality. Greater Kokstad Municipality functions as the district node and dominant commercial centre in the Sisonke District.

Areas of urbanization in the Greater Kokstad Municipality comprise of Kokstad Town, Bhongweni, Franklin and Swartberg. Land uses within these areas are typically urban mixed uses with acceptable levels of infrastructural and service development and a minimal provision of social facilities and services to support the resident populations. Industrial development is concentrated in Kokstad Town.

The Greater Kokstad Municipality is crossed by a number of important transportation routes, such as the N2 Development Corridor that links the area to the major economic hubs of Port Shepstone and Durban and in the KwaZulu-Natal Province and Umtata in the Eastern Cape Province. The town of Kokstad has a good location being on the N2 between the north east and Umtata in the South. Other regional access roads include the R56 to Cedarville and Matatiela in the west and the R617 to Franklin, Swartberg, Underberg and Pietermaritzburg to the north of the municipality.

The town of Kokstad is of great historical significance; in 1820 the town became the capital of the Griqualand Colony. Andries Waterboer was elected as the first Captain. Unhappy with this result, a large group of Griquas, under the leadership of Adam Kok III, moved away and first settled in Philippolis in the Free State. In the 1860s, encountering friction with the Dutch-Afrikaans pioneers (Voortrekkers) they departed from Philippolis and moved further east across the Drakensberg to the vicinity of the modern Kokstad. At that stage the area's previous population had been exterminated by the Zulu forces of King Shaka, so the land was quite empty, and called No Man's Land. Adam Kok named this area East Griqualand.

The Griquas settled on the steep mountain slopes, living in mud huts. They named this mountain *Mount Currie* after Sir Walter Currie who supported their efforts to settle here.

In 1869 the Reverend William Dower was asked by the Griquas to establish a mission. He agreed on condition that they resettle in a more suitable place on the banks of the Umzimhlava River. The town was built at this location. Kokstad Town is also considered as the administrative centre of the Greater Kokstad Municipality

Presently Kokstad Town comprises various government sectors, all basic shopping facilities, doctors, churches, bed and breakfast and community facilities such as halls, recreational centres, and superb homes in a quite relaxed environment.

3. KEY FEATURES OF MUNICIPALITY

The strategic location of Greater Kokstad Municipality along the N2 Development Corridor that links the area to the major economic nodes of Port Shepstone and Durban and in the KwaZulu-Natal Province and Umtata in the Eastern Cape Province. Therefore Greater Kokstad has an advantage of strategically re-aligning the district into a competitive and attractive investment destination, and has the potential to become a major logistics hub player for the region.

The strategic positioning of GKM has the potential to be the area of choice for various investors and the “best place” to visit and settle in. This positioning is informed by the strategic location of GKM within the district and neighbouring municipalities such as Umzimvubu, Matatiele, Ntabankulu and Mbizana. In addition, GKM enjoys a competitive advantage because of its relatively developed infrastructure. The existence of the railway line within the municipality gives it an added advantage because once rehabilitated it will ensure improved and efficient markets access.

Greater Kokstad Municipality has developed itself into a growing regional service centre, which fulfils very important economic and social roles in the greater region. The hinterland that relies on Kokstad is vast reaching far into the Eastern Cape’s territory which is characterized by utmost poverty, unemployment, lack of services, poor infrastructure, and declining health and welfare as HIV/Aids torment the region. Kokstad serves this forgotten area of South Africa because of its central position and good accessibility.

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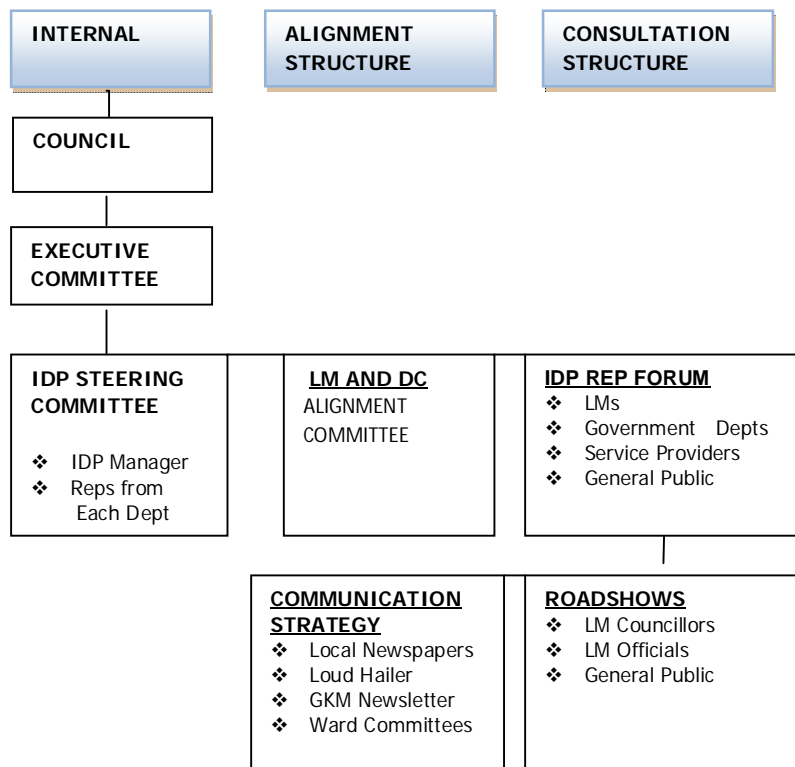
4. IDP PARTICIPATORY MECHANISMS

(CO-ORDINATION, ALIGNMENT AND CONSULTATION STRUCTURE)

Public, stakeholder and role-player participation are key in the compilation of the integrated development plan (IDP). IDP is one of the key tools for local government to tackle its developmental local government functions: roles and responsibilities. The Integrated Development Plan is seen as a strategic function of municipal management: as part of an integrated system of planning and services delivery. The objective of the IDP process is to facilitate deliberations resulting in decisions being made regarding the strategic development direction of the municipality and includes issues such as municipal budget, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP is, however, not only a process and document that aims to inform municipal management but it is intended to guide the activities of any agency of government, corporate service providers, SOEs, NGOs and the private sector within the municipal area.

The organizational arrangements in terms of functions and responsibilities in driving the planning process for the Greater Kokstad Municipality IDP are illustrated in Figure 1 below:

Figure 1: Organizational Arrangements



4.1 IDP Steering Committee

The IDP Steering Committee comprises the IDP Manager and Representatives from each department of the municipality. This committee is actively involved in the planning process of the municipality and they are responsible for overall management, research, coordination, monitoring and drafting of the IDP.

4.2 IDP Representative Forum

The IDP Representative Forum is made of Councillors and Management of the municipality, various sector departments, NGOs, CBOs, Traditional Leader, Farmers Associations, Services Providers, Business Representatives, and General Members of the Public. The Mayor chairs the IDP Representative Forum Meetings.

4.3 Local and District Municipality's Alignment

GKM participate in all district-level alignment events and specific alignment meetings. Aspects of all technical issues that need to be aligned are discussed at this meeting.

4.4 Alignment with Sector Departments

Meetings were held with the under-listed Sector Departments in order to ensure maximum alignment in terms of future projects, priorities and project funding. The meetings were arranged by the Sisonke District Municipality and it took place on 3 – 4 March 2010 in Pietermaritzburg.

- ❖ KZN Department of Transport;
- ❖ Department of Social Welfare & Population Development;
- ❖ KZN Department of Health;
- ❖ KZN Department of Cooperative Governance & Traditional Affairs ;
- ❖ KZN Department of Human Settlement;
- ❖ KZN Department of Arts and Culture ; and
- ❖ KZN Department of Agriculture.

4.5 Services Providers Alignment

GKM has been facilitating engagement with individual services providers on one to one basis. This allows for the participants to give effective attention to technical considerations required in a focused, one-on-one session.

4.6 Cross-Border Alignment

GKM engages with its neighbouring municipalities (District and locals) to discuss cross border planning and development issues. The Provincial Departments representatives have been invited into IDP Representative Forum Meetings where issues that are of a cross border development nature are discussed, such as:

- ❖ Projects that have a service delivery or developmental impact across municipal boundaries, e.g. transport system;
- ❖ Provincial Spatial Economic Development Strategy.

4.7 Road-shows

In order to ensure that the municipality's IDP and Budget compilation are driven by public participation processes, and inclusive - the municipality conducted a series of IDP and Budget Road-shows. These road shows enable community participation through the facilitation of an approach which enables community members to raise their needs, prioritize their needs and discuss various development related issues within their areas and the municipality in general. Attendance in these Road-shows by a wide range of community members was overwhelming, and thus it can be construed without fears and any contradictions that these Road-shows went very well and they meet the desired outcome. This IDP compliments support given by the Ward Committees and Ward Clerks who performed their duties well in enhancing community participation in the planning processes.

Below is table 1 which details which wards were involved in which road-show, on which date, time and venue.

Table 1: Road Shows

WARDS	VENUE	DATE	TIME
Ward 6	Shayamoya Community Hall	18 November 2009	10:00 AM
Ward 1	Horseshoe Community Hall	18 November 2009	14:00 PM
Ward 5 & 6	Thuntulwane Community Hall	18 November 2009	17:00 PM
Ward 2	Kransdraai Community Hall	19 November 2009	10:00 AM
Ward 2	Swartberg	19 November 2009	12:30 PM
Ward 2	Franklin Community Hall	19 November 2009	15:00 PM
Ward 4	Extension 7	19 November 2009	17:00 PM
Ward 6	Pakkies Community Hall	20 November 2009	10:00 AM
Ward 3&6	Community Hall (Riverview)	25 November 2009	17:00 PM

4.7 Public Participation & Communication Strategy

The municipality developed a communication and public participation strategy which aimed at ensuring that its decision making systems balance the need for efficiency and speed with transparency and meaningful participation of citizens and other stakeholders.

Some of the tools used during the IDP review process, as contained in the Communication and Public Participation Strategy, were:

- ❖ Road-shows, two to three per ward depending on size of the ward;
- ❖ Local newspapers for advertising and targeted communication;
- ❖ GKM Quarterly External Newsletter;
- ❖ GKM website;
- ❖ Loud Hailer;
- ❖ Public notices located in various strategic locations throughout the municipal area;
- ❖ IDP Alignment Stakeholder Forum meetings;
- ❖ Planners Forum meetings.

Local Newspapers (Advertiser and East Griqualand Fever) were utilized to inform the community of the IDP process and to invite community members to participate in the development of the IDP review.

These mechanisms mentioned above contribute collectively in ensuring a successful participation process through consideration of community needs.

The Ward Committees and Ward Clerks have been utilized as the vehicle to ensure effective interaction and communication between the municipality and its citizens around broader development issues including the IDP review.

5. DEVELOPMENT OF IDP REVIEW

This IDP Review for the Greater Kokstad Municipality has been developed “in house”. This decision was taken to ensure that ownership of the process and product remains within the municipality. The services of service providers was only required and used for specialized tasks, such as the reviewing of the municipal Spatial Development Framework.

The review of the Greater Kokstad Municipality was developed through a consultative, open and transparent process in which the broad public, stakeholders, officials and Councillors provided inputs into gaps and changing circumstances within their area of jurisdiction. A draft Process Plan to guide the 2010/2011 IDP Review was considered and adopted by Greater Kokstad Municipal Council on 27 August 2009. This process plan set out comprehensively the process of Review, including timeframes for achieving certain milestones. It detailed responsibilities, methodology, mechanism for community participation and mechanism for alignment with other stakeholders. More details on Greater Kokstad 2010/11 IDP Process Plan is attached as **Addendum L1**.

5.1 The Legislative mandates

The legal mandates for developing and revising the IDP are found in the following Prescripts:

- ❖ Section 153 of the Constitution of The Republic of South Africa requires that municipalities manage their administration and budgeting and planning processes in such a way that they give priority to the basic needs of the communities and that they promote the social and economic development of the communities.
- ❖ Section 84(1) (a) of the Local Government Municipal Structures Act details the function and powers upon municipalities to carry out integrated development planning within their areas of jurisdiction.
- ❖ Section 25(1) of the Local Government Municipal Systems Act requires municipal councils to adopt a single inclusive strategic plan for the development of municipalities which:
 - ✓ Links, integrates and coordinates plans
 - ✓ Aligns resources
 - ✓ Forms policy which informs the budget
 - ✓ Is compatible with national and provincial plans
- ❖ Section 34 of the Municipal Systems Act requires municipalities to review and amend their IDP's on an annual basis in accordance with changing circumstances.

B. SITUATIONAL ANALYSIS

1. INTRODUCTION

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues are the focus areas for municipal, public (and private) investment for the next IDP cycle. Over the past five years the Greater Kokstad Municipality has focused their operations, actions and interventions according to the following six development strategies, as a means of organizing issues within the National Key Performance Areas:

- ❖ Strategy One : Basic Services Delivery and Infrastructure
- ❖ Strategy Two : Local Economic Development
- ❖ Strategy Three : Municipal Transformation & Institutional Development
- ❖ Strategy Four : Good Governance and Community participation
- ❖ Strategy Five : Financial Viability and Financial Management
- ❖ Strategy Six : Spatial and Environmental Planning

The Greater Kokstad Municipality has taken the decision to retain the above development strategies for this IDP cycle of five years: given that their organizational functioning is well aligned to these strategies.

This section of the IDP will provide some contextual information pertaining to the municipality, consider the demographic situation in the municipality and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole. Where appropriate, a summary of achievements attained during the previous IDP cycle: as these have changed the situation, since the previous planning cycle (IDP Review 2009/2010).

2. LOCAL / REGIONAL CONTEXT

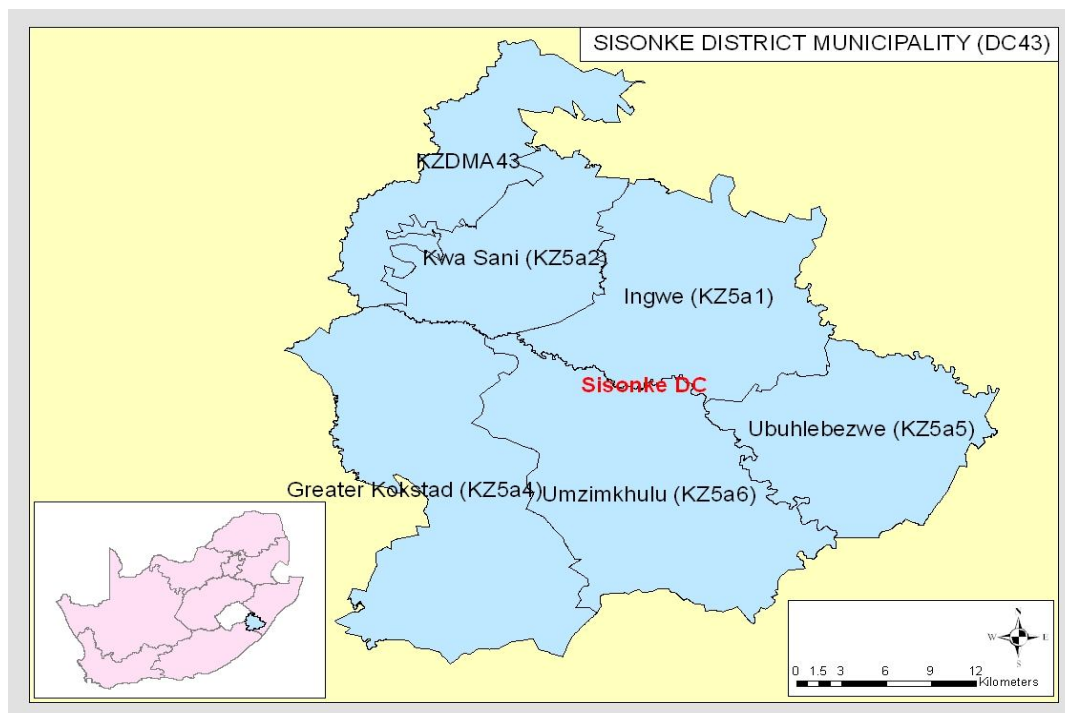


Figure 2: District Municipal location and Local Municipalities

As shown in the Map above, indicated as Figure 2, the Greater Kokstad Municipality forms part of the Sisonke District Municipality area (DC43), which lies on the south west tip of KwaZulu-Natal, bordered by Matatiela Local Municipality on the West, Lesotho and part of Eastern Cape on the North West.

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The Greater Kokstad Municipality is reliant on the Agricultural Sector for its economic well-being. This sector contributes considerable of the gross geographic product of the area and employs the majority of the workforce.

The population distribution in the municipal area is characterized by relatively high population densities within urban nodes, and low densities in agricultural areas as a result of farms under white ownership.

Presently Kokstad Town comprises various government sectors, all basic shopping facilities, doctors, churches, bed and breakfast and community facilities such as halls, recreational centres, and superb homes in a quite relaxed environment.

3. DEMOGRAPHIC ANALYSIS

3.1 Population

Statistics South Africa 's 2001 census and Household Survey of 2007 , and the Demarcation Board data have been used for the demographic and the economic information in this section.

The table below illustrates the over view of the population size & densities within the Greater Kokstad Municipality.

Table 1: Population Density

	Population 2001	Population 2007	Households 2001	Households 2007
Sisonke District	456 492	500 082	72 244	105 659
Greater Kokstad	56 526	46 724	19 633	14 321

Source: Statistics South Africa, Census 2001, and Community survey, 2007

According to the Household Survey of 2007 Greater Kokstad Municipality had a population reduction of -21% growth rates in this period.

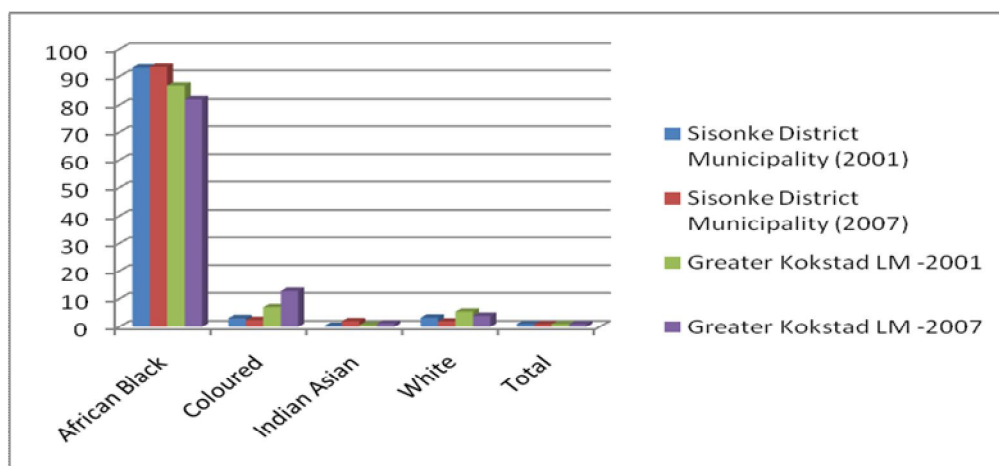
The table below, illustrates the distribution of the population based on racial groups.

Table 2: Population Distribution per Race (percentage of population)

	Sisonke District Municipality (2001)	Sisonke District Municipality (2007)	Greater Kokstad LM (2001)	Greater Kokstad LM (2007)
African Black	93.12	93.4	86.80	82.0
Coloured	3.16	2.50	7.06	12.80
Indian or Asian	0.38	2.10	0.66	1.20
White	3.34	2.00	5.48	4.00
Total	100.0%	100.0%	100.0%	100.0%

Source: Statistics South Africa, Census 2001, Source: Community Survey 2007

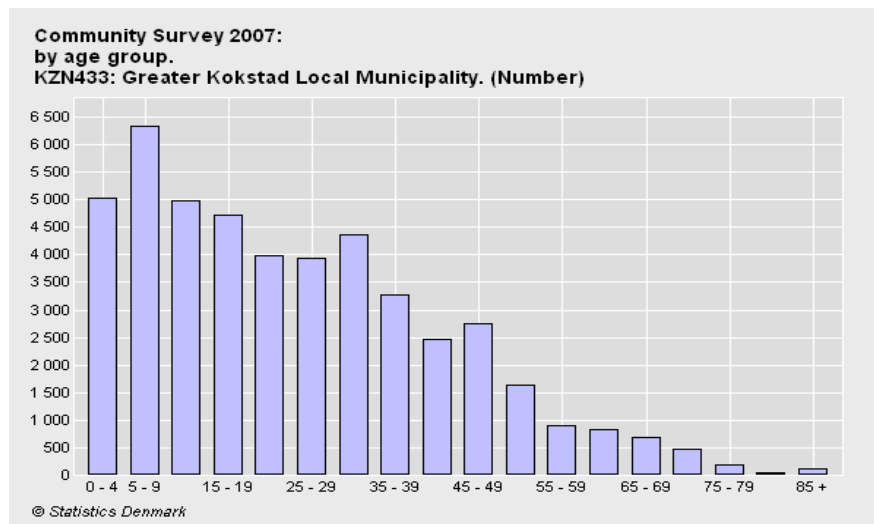
Graph 1: Population Distribution per Race



Both statistics on table 3 and the graph 1 above, shows that the black community is dominant in the Municipality followed by coloured, then white community. Indians or Asians are the smallest community

in the municipality. In addition, that there is a reduction from 2001 to 2007 in terms of white and black population members, with a slight increase in the coloured and Indian population group.

Graph 2: Age of Population in Greater Kokstad Municipality:



Source: Community Survey 2007

As shown in graph two, above, the Greater Kokstad population is relatively young with 35, 87% of the population below the age of 39. This relatively young population signifies high potential for population growth in the future which further exacerbates the supply and demand scenario for more housing, education and health services in the foreseeable future. The segment of the population falling within the 15 – 69 groups would essentially be classified as the potentially economically active population of Greater Kokstad Municipality. This means that the municipality, sector departments and NGOs must direct their development plan in favour of youth. This data also means that there must be improved intake of social security grants especially the child support grants within the municipal area.

The Municipality has a relatively small percentage of elderly people (3.4%), which brings to question whether people are not living to an old-age, owing to untimely deaths or whether there is generation of people that have left the area and are enjoying old age elsewhere. The youth account for (35, 87%) this further indicates the high dependency rates on those that are economically active. This brings us to the key issues of concern in the area such as high unemployment rate, lack of skills, HIV & AIDS and substance abuse.

3.2 Education

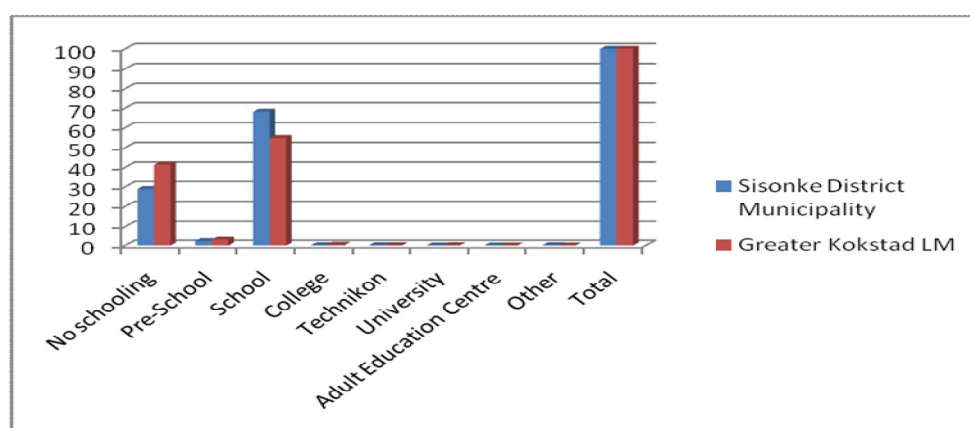
Fifty four percent (54%) of the population in Greater Kokstad Municipality have a secondary level of education, as indicated in Table 4, below. In total Greater Kokstad Municipality has approximately 60% of the population that has some form of schooling from primary education to tertiary level. This is positive for the municipality because it provides a skills base for the area that requires minimum training.

Table 3: Levels of Education

	Sisonke District Municipality	Greater Kokstad LM
No schooling	28.92	41.31
Pre-School	2.34	3.01
School	68.19	54.8
College	0.18	0.44
Technikon	0.1	0.2
University	0.08	0.14
Adult Education Centre	0.06	0.01
Other	0.13	0.09
Total	100.0	100.0

Source: Statistics South Africa, Census 2001

Graph 3: Levels of Education comparatively between GKM area and the District of Sisonke



As indicated in graph 3 above, there is a high level of non-literacy in the Greater Kokstad Municipality, and this is higher than in the district. One of the explanations to which this could be attributed is the challenge of accessibility to schooling, especially in rural areas.

3.3 HIV/Aids

There is a lack of clear and reliable data regarding HIV at a local municipal level. However, it is nonetheless clear that it is a very serious issue and should be incorporated into whatever strategies or developments that are undertaken in the study area. Typical impacts of HIV/Aids on planning and development are as follows:

- ❖ Population growth and the structure of the population will change in terms of age and gender;
- ❖ Demand for services such as school, housing and health care facilities will change;
- ❖ Decreased productivity of workers;
- ❖ Impact on capacity of institutions;
- ❖ Spatial implications;
- ❖ Impact on the local economy.

HIV is a problem that all levels of government need to address as a collective, due to the enormity of the problem. Greater Kokstad Municipality therefore needs to work closely with the District and align strategies, projects and programmes.

In the past the Municipality did not fund HIV prevention and care programmes for the wider community; this was done by the province. It is interesting to note that the municipality has for the first time committed its funds towards HIV prevention and care for the wider community.

3.4. Spatial Realities

Greater Kokstad Municipality has three urban nodes Kokstad Town, Swartberg and Franklin. Kokstad Town is the major economic centre due to its strategic location in terms of transport network, economic and administrative activities. The National Route (N2) links the area to the major economic nodes such as Port Shepstone and Durban in the KwaZulu-Natal Province and Umthatha in the Eastern Cape Province. The R56 links Kokstad to Ixopo and Pietermaritzburg. The strategic location of Kokstad creates opportunities for economic growth.

Emanating from the spatial location of the area is high population growth rate due to high migration of people from the Eastern Cape and Lesotho into the area in search for employment opportunities. The municipality is therefore faced with a challenge of planning, providing basic services, housing and creating employment opportunities for its growing communities.

There are also land reform projects in rural areas like Pakkies 1 and 2 and Kransdraai. Apart from the built environment, there are also agriculture, indigenous forests and areas of biodiversity. The municipality acknowledges the relationship between the built and the natural environment and has adopted an integrated approach to development and protection of the natural environment.

One major spatial challenge facing the municipality is illegal occupation of land for housing purposes. The municipality has no systems in place to deal with the situation. However, the implementation of Land Use Management System (currently in the preparation phase) and the preparation of by laws (to be prepared after the Land Use Scheme has been completed) will enable the municipality to control land use and apply to court to demolish any structure that is in contravention of its Land Use Scheme. This will contribute towards orderly and harmonious development.

The following spatial characteristics, issues and challenges impact on the future development of the Greater Kokstad Municipality and need to be taken forward in the IDP Process:

- Illegal occupation of land for informal housing purposes.
- Mushrooming of informal settlements on floodline and protected wetland areas.
- Kokstad town is presently not presenting a very good image for Greater Kokstad Municipality, due to the character of key infrastructure.
- There is minimal integration of environmental, land use and transport management system.
- A need exists to redirect growth and development to the previously disadvantaged areas and areas of economic opportunity while focusing on the redevelopment of deteriorating areas within the municipal area.
- There has been a substantial increase in the number of illegal small business operators that are conducting business from home without permission. This has given rise to traffic and safety problems as these areas were not designed for such purposes.
- Infrastructure like roads, electricity, and telephones, the main services are in the urban areas.

3.5 Land Reform

The main components of land reform are that:

- ❖ Land reform must contribute to economic development and poverty alleviation, particularly in rural areas;
- ❖ The substantial increase of black ownership of commercial agriculture must be promoted;
- ❖ The importance of an integrated approach to land reform in close collaboration with other departments (particularly the Department of Agriculture and Human Settlement, and the other spheres of government;

- ❖ The Department of Land Affairs must actively work with Provincial Government and District Municipality to build the capacity of the latter to undertake land reform and land development planning;
- ❖ The importance of national spatial planning for sustainable development;
- ❖ In addition to the above the following points can be added which are of specific reference to the Greater Kokstad Municipal area:
 - A strategy for the distribution of information on of land reform to stakeholders and possible beneficiaries. It is anticipated that existing representative structures such as the Farmers Associations, Kokstad Chambers of Commerce and the larger commercial land owners should remain the focus for this exercise from where the information can filter down to grassroots levels; and
 - As most of the areas in Greater Kokstad are under the control of Farmers community, therefore land reform becomes complicated. The Land Reform Legislation does not cater for the land extension within the sub-region. Land Reform will contribute to the increased opportunities for commercial farming thus aiding in the economic development of Greater Kokstad Municipality.

3.6 Environmental Realities

3.6.1 Geology and Soils

Greater Kokstad is underlain in the most part by mudstone; small portions of the municipality are underlined by dolerite. The extreme southern areas are underlined by shale while the extreme northern areas are underlined by basalt. The soils in the municipality are highly variable ranging from deep, highly leached, strongly acid soils to shallow badly drained soils. Where soils are shallow fertility is low but they have good physical properties.

3.6.2 Topography

The topography of the area is gently to moderately rolling over large areas but with some mountains terrain.

3.6.3 Climate

Rainfall in the area varies between 620mm to 1265mm annually. It is a summer rainfall area with annual average temperature of 14.2°C. Severe frosts are common in winter and occasional snowfalls occur in the areas of higher altitude.

3.6.3 Hydrology

The municipal area is characterized by existing wetlands, rivers and streams traversing throughout the municipal area. Surrounding the wetlands are areas of scenic beauty with potential for tourism related activities. These wetlands are of particular importance as they play an integral role in water recycling. A majority of the municipality falls within the Mzimvubu catchments. Rivers there has been poor attendance) in the municipality include the Mzimvubu, Riet, Krom, Pampeonspruit, Dotela, Mzintlanga, Mill Stream, Manzinyama, Doewig and Mzintlava Rivers.

3.6.4 Environmental Management Areas

The municipality is endowed with various products of archaeological importance e.g. the old buildings, various sites with historical markings, paintings.

The Provincial Planning and Development Commission designated a portion of the municipality as part of the Drakensberg Special Case Area Plan. The designation plan is reflected in the Spatial Development Framework and the municipality respects the designation and associated proposed development controls in order to protect the natural and tourism values of the Drakensberg Mountains, recently listed as a World Heritage Site (WHS) for their natural and cultural values. The WHS listing opens up enormous tourism opportunities to the municipality. The municipality includes buffer, conservation and agriculture zones of the SCAP.

Important river systems in the Greater Kokstad Municipality are Mzimvubu, Riet, Krom, Pampeonspruit, Dotela, Mzintlanga, Mill Stream, Manzinyama, Doewig and Mzintlava. These rivers not only contribute to the scenic beauty of the municipality, but also important resources for the survival of the most of the communities in the area.

The rugged mountainous terrain and the contrasting grass land of the Greater Kokstad Municipality provide a scenic quality to it. The area has a natural resource base that has been exploited by development except that the residential areas that utilize the natural resources for their daily survival. These resources could however, if well managed contribute to the economic development of the municipality.

The development of the special management area and its boarder should be managed, as these areas are environmental sensitive, and contribute to the natural scenic beauty of the municipality. Opportunities exists however, for the establishment of community conservation and private game farm options within these conservation designated areas, as well as for the development of community run lodges and accommodation facilities.

3.6.5 Waste Management

The municipality during 2005 commissioned consultants to assess and advise on the options or provide solutions on waste management that can be sustainable. This exercise included the assessment of general domestic and commercial waste collection service, the street sweeping and cleaning service and waste disposal facility and management service.

An assessment of the internal mechanisms for waste management was completed in August 2005 and the team of consultants was further instructed to undertake assessment of the external mechanisms prior to Council

The municipality together with other government partners has implemented the “food for waste” programme: which essentially is a creative approach towards addressing poverty and waste/cleansing management. This is seen as a progressive approach towards waste management.

Despite attempts to identify suitable land for a land fill site: the municipality has not yet identified suitable land to enable its planning for the land fill site. This remains an important issue for the municipality.

The following environmental characteristics, issues and challenges impact on the future development of the Greater Kokstad Municipality and need to be taken forward in the IDP Process:

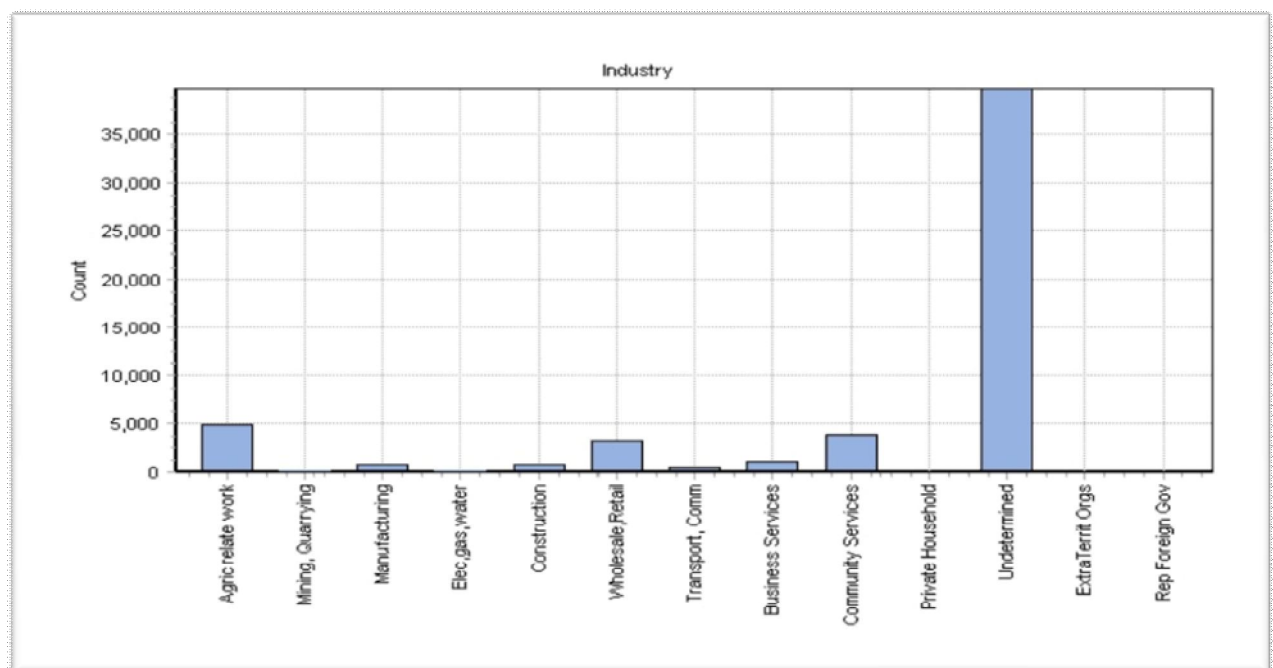
- Erosion and the degradation of fields as a result of poor land management due to overgrazing and incorrect cultivation methods need to be addressed by means of control measures and efforts are needed to increase people’s awareness of the advantages of good waste management practices.
- Erosion and Water pollution is a common problem in the area as the people use the rivers for all purposes including washing cars and clothes, animal feed, human consumption and other purposes.
- Fires occur during protracted periods of droughts and are aided by the generally dense vegetation such as forests and invasive alien vegetation throughout the municipal area.
- Illegal dumping needs to be controlled.
- A landfill waste dump needs to be developed to manage the waste sustainably.

4. ECONOMIC PROFILE OF THE MUNICIPALITY

Greater Kokstad Municipality is the largest economic centre within the Sisonke District Municipality, as measured in terms of Gross Geographic Product (GGP). The GGP is a measure of economic performance by which the final value of goods and services produce in the economy is estimated. According to Greater Kokstad Local Economic Development Strategy the size of the municipal economy as measured by the GGP grew by 53, 7% from R348 million in 1999 to R536 million in 2003.

The major economic sectors in the Greater Kokstad Municipality are agriculture and government and community services followed by wholesale and retail. The remaining sectors (manufacturing, business services and construction) are relatively small but appear to play significant role in the local economy.

Graph 4: Contribution by Economic Sectors



Source: Demarcation Board

Agriculture is an important sector, and currently the dominant sector, in the Greater Kokstad Municipality economy: in addition it is culturally important. The municipality needs to consider the impacts on agriculture from all other economic activity and identify ways to preserve and strengthen this sector as a viable economic mainstream.

The Government and Community Services sector is the second highest contribution to GGP after the agricultural sector in the economy of GKM. The most important employers from this sector, within GKM include:

- ❖ Department of Education (teachers and administrators)
- ❖ Department of Health (hospital, clinic, and primary health care workers)
- ❖ Department of Correctional Services (Wardens)
- ❖ Department of Transport (road maintenance)
- ❖ Department Safety and Security (Police Officers)
- ❖ Department of Justice (magistrate court) and
- ❖ Greater Kokstad Municipality

4.1 Income Levels

The table, Table 5 below, shows the average Individual Monthly Income (Percentage of employed). The population earning within R6401 – R12 800 are predominately employed in the government and community services sector, and often reside outside the municipal area: commuting weekly to and from their homes to places of work.

Table 5: Average Individual Monthly Income

	Greater Kokstad LM
No income	2.24
R1 - R400	13.77
R401 - R800	16.96
R801 - R1600	22
R1601 - R3200	19.01
R3201 - R6400	13.96
R6401 – R12 800	7.48
R12 801 – R25 600	2.96
R25 601 – R51 200	0.98
R51 201 – R102 400	0.37
R102 401 – R204 800	0.18
R204 801 – More	0.11

Source: Statistics South Africa, Census 2001

The population earning within R6401 – R12 800 are predominately employed in the government and community services sector, and are often reside outside the municipal area.

4.2 Growth and Unemployment

Despite growth in most sectors the municipality has however experienced higher and rising unemployment rates (30.80%). The following are some of the reasons for the continued and rising unemployment in the municipal area:

- ❖ Growing sectors such as Finance are not necessarily major employers and also require skills that the GKM cannot offer such finance, actuarial technicians, etc. This general structural problem (skewed labour supply not aligned to industry needs) coupled with lack of new investments in the agricultural sector, construction (which predominantly short term and unsustainable) and declining manufacturing sector hampers local employment creation opportunities.
- ❖ There are more new job seekers than the market can absorb. This challenge is compounded by the fact that most people from the neighbouring municipalities tend to settle in GKM because of better prospects of finding employment than in generally depressed economies where they come from.

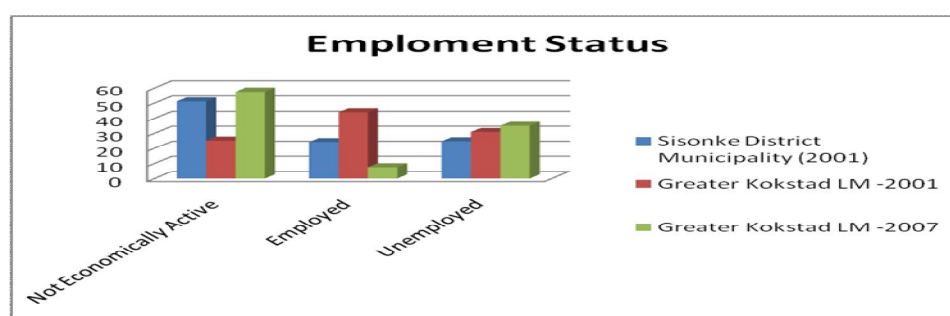
4.3 Employment

Table 6: Employment Status (percentages of population)

	Sisonke District Municipality (2001)	Greater Kokstad LM (2001)	Greater Kokstad LM (2007)
Not Economically Active	51.11	25.16	57.59
Employed	24.19	44.02	7.47
Unemployed	24.7	30.82	34.94

Source: Statistics South Africa, Census 2001, Community Survey 2007

Graph 4: Employment Status



Source: Statistics South Africa, Census 2001, Community Survey 2007

Table 6 and the graph 4 illustrate that the employed population from the economically active comprise 44.02%. The remaining 30.82% are employed. Approximately 25.16% of population of Greater Kokstad is not economically active.

The agricultural sector employed the highest number of people. A survey conducted by Global Insight in 2003 shows that agricultural sector employed 3 654 followed by households (1 320), trade (1 233), community services (1 233), finance (481), manufacturing (227), transport (95), construction (82) and electricity (26).

It is important to note that despite the higher employment in the household sector the quality of jobs and wages paid remain a challenge notwithstanding the Department of Labour's Wage Determination for Domestic Workers. However, its importance in providing many households with income cannot be undermined.

To resuscitate the GKM economy in a manner that enables it to create more jobs will require higher levels of growth in particular in the Agriculture and Manufacturing sector. This is mainly because of the potential and competitive advantage that the GKM has. Other important job creating sectors include Trade, Construction and the Services Sector.

Formal sector employment in the GKM once again indicates the importance of the agricultural sector followed by the trade, households, finance. The low employment in the manufacturing sector indicates the decline in the importance of the sector as the job creator in the GKM economy.

Table 7: Formal Sector Employment

	Agriculture	Mining	Manuf cturing	Electricity	Construction	Trade	Transport	Finance	Community services	House holds	Total
Sisonke	10,558	0	988	55	144	2,935	369	928	4,429	3,143	23,550
DM											
GKM	3,654	0	227	26	82	1,233	95	481	1,233	1,320	8,353

Source: Global Insights

The agricultural sector employed the highest number of people in 2003 with 3 654 employed followed by households (1 320), trade (1 233), community services (1 233), finance (481), manufacturing (227), transport (95), construction (82) and electricity (26).

4.4 Kokstad Town (CBD)

Kokstad Town is providing jobs, services, retail areas, a transportation hub and living spaces in close proximity to amenities for those living and working in the area as well as for those willing to travel to it. However, Kokstad CBD, in common with most South African CBDs, is experiencing a gradual but constant process of physical and economic deterioration and decline.

4.5 Economic Development Opportunities

The strategic location of Greater Kokstad Municipality along the N2 Development Corridor that links the area to the major economic nodes such as Port Shepstone and Durban and in the KwaZulu-Natal Province and Umtata in the Eastern Cape Province offers good investment opportunities. Therefore, Greater Kokstad an advantage of strategically re-aligning the district into a competitive and attractive investment destination.

The strategic positioning of GKM is to be an area of choice for investors and the best place to visit and settle in. This positioning is informed by the strategic location of GKM within the district and neighbouring municipalities such as Umzimvubu, Matatiele, Ntabankulu and Mbizana. In addition, GKM enjoys a competitive advantage because of its relatively developed infrastructure. The existence of the railway line within the municipality gives it an added advantage because once rehabilitated it will ensure improved and efficient markets access.

4.5.1 Tourism Opportunities

The tourism sector has enormous potential in the Greater Kokstad Municipality area and the municipality has identified the need to improve and enhance the tourism sector. At the moment there is a growing interest in the Greater Kokstad Municipal area for its environmental, cultural and off road experiences. This is an important economic sector in the municipality and requires careful stewardship of the environment by the municipality and government agencies.

The tourism assets base for the Greater Kokstad Municipality is shown on the following table.

Table 7: Tourism Asset Base

Primary Tourism Attractions	<ul style="list-style-type: none">• The wetlands in the Franklin area for avi-tourism• Singisi Forest for trails, avi-tourism, biking and hiking• Nsiken Nature Reserve• Mount Currie Nature Reserve• Cultural Heritage Experiences• Local museums – Kokstad Museum
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	<ul style="list-style-type: none"> • Monuments and sites of historic interest – Adam Kok's Monument and laager / Religious sites (multi denomination places of worship / Kokstad Town hall Precinct (with bandstand and CMR Memorial) / Scouts Monument • Hiking trails – 9 Venues • Horse trails – 4 Venues • Duck hunting at Franklin • Aqua sports at Crystal Spring Dam • Fly fishing under auspices of angling clubs • Sports (multi venue)
Secondary Tourism Attractions	<ul style="list-style-type: none"> • Agro tourism – farm stay • Event Based tourism • Cycling • Triathlon – Crystal Springs • Multi activity at various venues / facilities
Visitors Facilities	<ul style="list-style-type: none"> • Visitors Information outlets at Mt Currie Inn, Swartberg and Kokstad Museum • Accommodation: B&B (+_45), Hotel (1), Self catering (5), Lodges (5) • Hard infrastructure – access roads and signage • Essential services – hospitals, medical, breakdown, police, banking

4.5.2 Opportunities in agriculture

Agriculture is an important sector for the Greater Kokstad Municipality economy. The municipality needs to consider the impact on agriculture from all other economic activity and identify ways to preserve and strengthen this sector as a viable economic mainstream.

There are various levels at which the stimulation of this sector can target the stimulating of agricultural practices for the purposes of commercial production, this aims at creating sustainable livelihoods and developing economic capacity. The “tried and tested” agricultural enterprises that dominate in the Greater Kokstad Municipality include:

Table 9: Tried and Tested agricultural enterprises

Livestock	Cropping	Viable alternative crop
<ul style="list-style-type: none"> • Dairy • Beef • Sheep 	<ul style="list-style-type: none"> • Potatoes • Maize • Vegetables 	<ul style="list-style-type: none"> • Soya • Apples • Berries • Essential oil

In 1998 dairy products contributed 41% to the Gross Agriculture Output of the sub region, followed by beef and maize, which contributed 18%. Sheep also made a significant contribution of 12%. The least contributors to Gross Agricultural Products were potatoes and cabbages, 3% and 6% respectively.

4.5.3 Manufacturing and Industrial Opportunities

Various sites in the Greater Kokstad Municipality are zoned for industrial development within Kokstad Town. Although most of these sites have been used mainly for warehouse and wholesale activities, however, it is interesting to note that there are opportunities exist in the Greater Kokstad Municipality for processing of agricultural goods in the form of Timber milling and the manufacturing and marketing of wood products.

Most of the manufactured items within the municipality are imported. Development of manufacturing industries can prove to be a major boost in the economy of the municipality. The railway line provides good opportunity for rail transportation of goods.

4.6 Local Economic Development

Greater Kokstad Municipality has developed a Local Economic Development Strategy. The strategy entailed the preparation of an in depth sector analysis of, amongst others, employment, infrastructure and agriculture. The role of each of the above was analyzed with regard to the Local Economic Development. For example, the role of education and HIV/Aids impact on the skill level and availability of labour in the municipality; the provision of basic services relates to both health and availability of time resources for economic activities. The following GKM Local Economic Development goals contained in the strategy:

- A holistic, vibrant and sustainable agricultural and forestry sector
- Market and Promote GKM as a Regional Economic Hub
- Develop GKM as a manufacturing and processing hub
- Enhance Enterprise and Community Development and Support
- Strengthen stakeholder participation to enhance co-operative governance
- Create a safe and secure destination that promotes tourism and settlements
- Human Capital Development

The following comparative advantages of Greater Kokstad Municipality are provided in the above strategy:

- ❖ GKM enjoys a competitive advantage because of its relatively **developed infrastructure**. The existence of the railway line within the municipality gives it an added advantage because once rehabilitated it will ensure improved and efficient markets access.
- ❖ The **agricultural sector** dominates the municipal economy. The products dominate timber production, citrus farming, livestock (dairy, beef and sheep production) and cropping (potatoes, maize, soya, essential oils).
- ❖ The **industrial sector** – opportunity exist in the GKM for processing of agricultural goods in the form of Timber milling and the manufacturing and marketing of wood products.
- ❖ The municipality is crossed by a number of **main transportation routes** such as the N2 The Greater Kokstad Municipality is crossed by a number of important transportation routes, such as the N2 Development Corridor that links the area to the major economic hubs such as Port Shepstone and Durban and in the KwaZulu-Natal Province and Umtata in the Eastern Cape Province.
- ❖ The **town of Kokstad has a good location** being on the N2 between the north east and Umtata in the South. Other regional access roads include the R56 to Cedarville and Matatiele in the west and the R617 to Franklin, Swartberg, Underberg and Pietermaritzburg in the north of the municipality.

4.7 Implementation of GKM Local Economic Development Strategy

Whilst opportunities in the municipality are well defined through the LED strategy it should be noted that little progress has been achieved to date with regard to the implementation of LED Strategy. The specific challenges that hampering the implementation of LED strategy are as follows:

- ❖ **Institutional Capacity:-** there is a lack of capacity with the municipality to coordinate and providing appropriate guidance for the longer, sustainable implementation of LED. The net result of current approaches has been the establishment of individual projects with limited to poor institutional capacity for ensuring a continued focus on sustainable implementation and management of LED throughout the municipal area.
- ❖ **Coordination:-** the required coordination resulting in uncoordinated developments and duplications of efforts. For example, more than one department funding a specific task on a specific project.
- ❖ **SMME's:-** lack of proper business skills and appropriate mechanisms linkage throughout the LED approach.
- ❖ **Lack of Funding** – inadequate funding allocation to enable meaningful interventions and impacts: other than micro-level interventions i.e. Micro-projects.

In response to this challenge and as a municipal local economic turnaround strategy, the municipality is in a process of establishing a Local Economic Development Agency which will be known as a "Kokstad Economic Development Agency (KEDA)".

This Special Purpose Vehicle will be a Development Agency: a Section 21 Company which will be established by the municipality to fulfill economic development functions and implement its strategy. The Agency will address the current institutional, coordination and lack of focus challenges the municipality faces: in addition the agency will be able to focus on macro interventions, secure funds, investors and partners for economic development in a more effective and efficient manner than the municipality. With the assistance from IDC the process of establishment has commenced and it is envisaged the Agency should be operationalized in the next financial year.

The IDC has assisted various government entities to establish Development Agencies and therefore has substantial experience and provides advice and guidance from their experience. Their assistance is being sought in creating and operationalising KEDA.

4.8 Economic Key Issues: concluding summary

The following priority development issues were identified for this section.

Local Economic Development

- ❖ Institutional Development and Management and the development of a Special Purpose Vehicle: KEDA;
- ❖ Building of Capacity: internally and externally;
- ❖ LED contributes to alleviating poverty & job creation;
- ❖ Access to financial support & services;
- ❖ Support to SMMEs;
- ❖ Infrastructure development to support LED;
- ❖ Collective ownership by all stakeholders of the way forward (Political, Administrative, Private Sector, Community etc).

Local Tourism Development

- ❖ Institutional development and management
- ❖ Harness tourism opportunities
- ❖ Tourism operations

Agricultural Development

- ❖ Support Agricultural Development
- ❖ Alignment with Department of Agriculture

- ❖ Support cooperatives that are involve in agricultural production

Business & Industrial Development

- ❖ Attraction of outside Investment
- ❖ Retention of existing investment
- ❖ Sustainable Business Development
- ❖ Sustainable Industrial Development

Milestones/Achievements Attained

Some of the key milestones achieved, during the last year, which have impacted on the situational analysis i.e. Changed the situation - regarding the economic development of the municipality are outlined hereunder:

- ❖ Hosting of Women in Business to promote **emerging women entrepreneur and job creation.**
- ❖ The Community Tourism Organization which fully supported by the Greater Kokstad Municipality has been established in Kokstad. The organization is composed different stakeholders including the **Historical Disadvantaged Individuals (HDIs).**
- ❖ Construction of a car wash in Bhongweni which is a youth based project has been completed and handed over to seven youth beneficiaries. This municipal initiative has created **seven job opportunities** for youth in Kokstad.
- ❖ Bread baking projects in Bhongweni area has been established. Beneficiaries for this project are ex-prisoners and member of community in the area. Whilst the project aimed to **create job opportunities it also aimed to combat crime** in the area hence the beneficiaries includes ex-prisoners.
- ❖ Bread baking project has also established in Franklin area. The project is women based project aimed to ensure that there **is eradicating of poverty and creation of job opportunities** in the area.
- ❖ The municipality has successfully obtained funding of an amount of R500 000, 00 from the Department of Economic Development to undertake an **industrial feasibility study** in areas that have been identified by the municipal Spatial Development Framework.
- ❖ The municipality has successfully facilitated the construction of **Pick and Pay Shopping Centre.** This IDP is therefore please to report that Pick and Pay Shopping Centre has now been completed. In terms of the principle of economically, Pick and Pay Shopping Centre represents a new shopping complex in the central area and it has introduced additional commercial competitiveness and an extended range of commercial services. In terms of job opportunities, Pick and Pay Shopping Centre development has created approximately **120 full time employment opportunities.**
- ❖ About **500 of jobs opportunities** have been created through the municipal infrastructure projects such as construction of new roads, sport-fields and new municipal offices. It is interested to note that most of laborious in these projects are women, youth and disable people.

5. INFRASTRUCTURE

This section of the document gives an overview on the provision of infrastructure in the municipal area. Basic infrastructure within the Greater Kokstad Municipality and in respect of the IDP, core and non-core functions are as follows: Potable Water, Waste Water, Sanitation, Energy, Roads, and Housing, other infrastructure and services include Solid Waste and Cemeteries.

5.1 Water

In terms of The Water Services Act, the Sisonke District Municipality is the Water Services Authority in respect of all local municipalities with its jurisdiction.

According to the Community Survey 2007 there has been an increase in the number of households with water inside their dwellings and well as access to water outside their yards. Dependency on boreholes and springs has been reduced between the 2001 and 2007 census assessments. This indicates expenditure in water and related infrastructure committed by Sisonke District in the past years. The following table compares the 2001 and 2007 census results:

Table 10: Access to Water Sources Households

Household	Stats 2001	Community Survey 2007
Dwelling	2 831	5856
Inside Yard	11 705	3821
Outside Yard	2 577	3885
Boreholes	70	294
Spring	229	149
Rain Tank	25	0
River/Stream	280	148
Water Vendor	14	0
Other	72	86

Source: Stats 2001 census and Community Survey

5.1.1 Water Reticulation

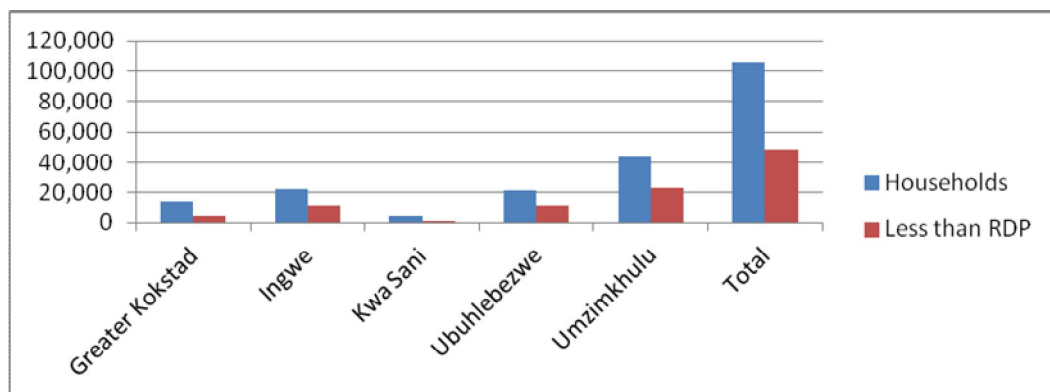
The status quo for water reticulation is presented in the table below, which shows that a total of 47857 households in Sisonke District Municipality are currently do not have sufficient access to water reticulation.

Table 11: Estimated Water Reticulation Needs (Thousands Households)

	Households	Less than RDP
Greater Kokstad	14,322	467
Ingwe	22,290	11,501
Kwa Sani	4,420	928
Ubuhlebezwe	21,085	9,245
Umzimkhulu	43,544	25,716
Total	105,661	47,857

Source: Sisonke CIP

Graph 5: Reticulation Needs comparatively



Source: Sisonke CIP

The total estimated budgets to address reticulation, bulk, treatment and refurbishment are indicated in **Error! Reference source not found.** The total investment required in all municipalities with Sisonke District Municipality is R1,344 million. The bulk budget is the largest portion of the total budget.

Table 12: Total Water Investment Needs (R mill)

LM/DM Name	Water Needs	Refurbishment	Bulk	Water Treatment Works	Total
Sisonke DM	R366.98	R63.96	R732.25	R181.52	R1,344.70
Ingwe	R0.00	R0.00	R0.00	R0.00	R0.00
Kwa Sani	R0.00	R0.00	R0.00	R0.00	R0.00
Greater Kokstad	R0.00	R0.00	R0.00	R0.00	R0.00
Ubuhlebezwe	R0.00	R0.00	R0.00	R0.00	R0.00
Umzimkhulu	R0.00	R0.00	R0.00	R0.00	R0.00
Total	R366.98	R63.96	R732.25	R181.52	R1,344.70

Source: Sisonke CIP

5.2 Sanitation

According to Comprehensive Infrastructure Plan for Sisonke District Municipality, the sanitation backlog in Greater Kokstad Municipality is 26% which shows that the majority of population does not have access to sanitation. Table below show sanitation backlog in Sisonke District Municipality:

Table 13: Sanitation Backlogs within Sisonke District

LM_Name	Ward No	Houses	Backlog %	Backlog
Ingwe		22,290	48%	10,645
Kwa Sani		4,420	17%	746
Greater Kokstad		14,322	26%	3,741
Ubuhlebezwe		21,085	51%	10,851
Umzimkhulu		43,544	52%	22,804
		105,661	46%	48,787

Source: Sisonke CIP

The status quo for sanitation as presented in Table 13 which shows that a total of 3,741 households currently have below RDP levels of services.

Table 14: Estimated Sanitation needs per Municipality (Thousands Households)

LM_Name	Households	Less than RDP
Greater Kokstad	14,322	3,741
Ingwe	22,290	10,645
Kwa Sani	4,420	746
Ubuhlebezwe	21,085	10,851
Umzimkhulu	43,544	22,804
Total	105,661	48,787

Source: Sisonke CIP

Graph 6: Sanitation Needs Comparatively

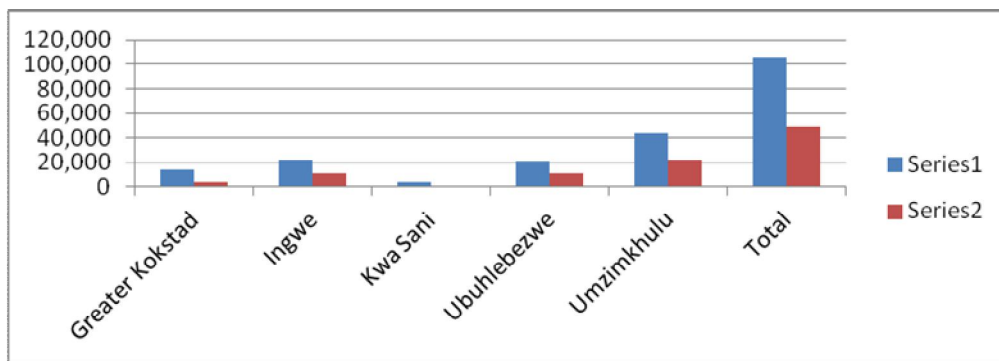


Table 1: Total Sanitation Budget (R mill)

LM_Name	Retic	Refurbishment	Bulk	Waste Water Treatment Works	Total
Sisonke District Municipality	R320.57	R31.90	R138.81	R157.37	R648.64
Ingwe	R.00	R.00	R.00	R.00	R.00
Kwa Sani	R.00	R.00	R.00	R.00	R.00
Greater Kokstad	R.00	R.00	R.00	R.00	R.00
Ubuhlebezwe	R.00	R.00	R.00	R.00	R.00
Umzimkhulu	R.00	R.00	R.00	R.00	R.00
Total	R320.57	R31.90	R138.81	R157.37	R648.64

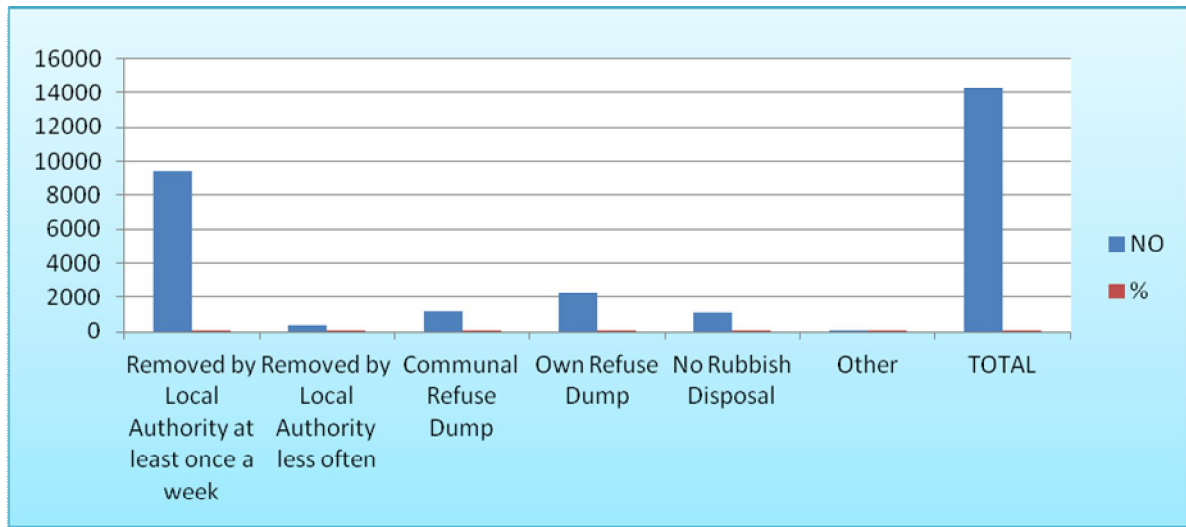
The total estimated budgets for sanitation needs, refurbishment, bulk, and bulk infrastructure are indicated in Table 15. The total investment requirement is R648.64 million. The total sanitation needs is 49.42% of the total budget, namely R320 million.

5.3 Solid Waste

Table 16: Refuse Removal

REFUSE REMOVAL	NO	%
Removed by Local Authority at least once a week	9396	65.64
Removed by Local Authority less often	347	2.42
Communal Refuse Dump	1181	8.25
Own Refuse Dump	2292	16.02
No Rubbish Disposal	1088	7.60
Other	10	0.07
TOTAL	14314	100%

Graph 7 Refuse Removal



The following status quo information in respect of solid waste was provided by the Manager Community Services for Greater Kokstad Municipality:

5.3.1 Areas Covered by Waste Collection

Waste collection services are undertaken in the following areas:

- ❖ Kokstad Town
- ❖ Franklin Area
- ❖ Swartberg Area
- ❖ Pakkies Area

5.3.2 Waste Management

- ❖ In Kokstad Town, Medical Waste is collected and transported to Durban by private contractors;
- ❖ Domestic (refuse bags at individual households), Business and Street Sweepings (containers and refuse bags) at Kokstad Town are collected and transported to the Shayamoya Landfill Site by Greater Kokstad Municipality;
- ❖ Domestic (refuse bags at individual households), Business and Street Sweepings at Franklin , Swartberg and Pakkies Areas are collected and transported to the Shayamoya Landfill Site by Greater Kokstad Municipality.

5.3.3 Waste Collection and Transportation

Currently 80% of urban and semi-urban households within the *whole municipality* are covered by a waste collection system, whilst 0% of rural households are covered.

(i) **Kokstad Town: Method of waste collection**

Waste Type	Collection Method
Domestic	Kerb Site Collection
Business	Skips for Waste Collection
Industrial	Skips for Waste Collection
Garden Waste	Special refuse Collection
Building Waste	By Waste Generators or Private Contractors
Street Sweepings	Kerb Site Collection
Medical Waste	Hospital
Hazardous Waste	Hospital

Frequency of municipal waste collection:

- ❖ Residential in Kokstad area - 2x per week
- ❖ CBD in Kokstad area - Daily basis
- ❖ Franklin, Swartberg and Pakkies - 1x per week

Waste Transport Equipment:

Vehicle Description	Number of vehicles	Average number of crew per vehicle
Tractor and Trailer	X1	3

Recycling Facilities:

Recycling Facility	Principal Material Recycled	Location of Recycling Facility
Mr Sobhuca to confirm the name of the Company	❖ Card Board ❖ Tins	Kokstad Town

(ii) Franklin Area: Method of waste collection:

Waste Type	Collection Method
Domestic	Kerb Site Collection
Business	Kerb Site Collection
Street Sweepings	Kerb Site Collection

Frequency of municipal waste collection:

Residential Areas	-	1x per week
Business	-	As and when required

Waste Transport Equipment

Vehicle Description	Number of vehicles	Average number of crew per vehicle
Bakkie with Trailer	X1	3

(iii) Swartberg Area: Method of waste collection:

Waste Type	Collection Method
Domestic	Kerb Site Collection
Business	Skips for Waste Collection
Street Sweepings	Kerb Site Collection

Frequency of municipal waste collection:

Residential area - 1 x per week
Business area - As and when required

Waste Transportation Equipment

Vehicle Description	Number of vehicles	Average number of crew per vehicle
LUV and Trailer	X1	3

(iv) **Pakkies Area: Method of waste collection:**

Waste Type	Collection Method
Domestic	Kerb Site Collection

Frequency of municipal waste collection:

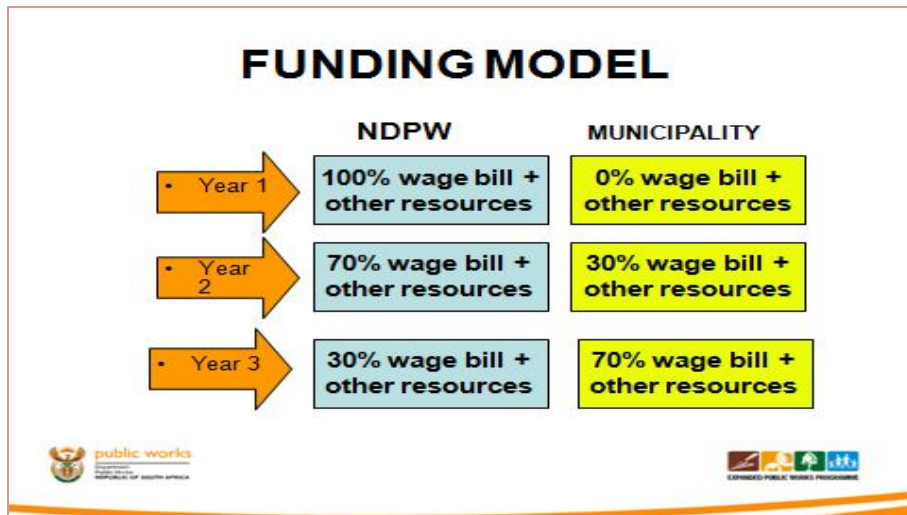
Residential area - 1 x per week
Business area - As and when required

Waste Transportation Equipment

Vehicle Description	Number of vehicles	Average number of crew per vehicle
LUV and Trailer	X1	3

5.3.4 Food for Waste Programme

Food for Waste Program is a creative method of waste collection in which the municipality has recruited 100 members of the community to collect waste in exchange of food. The programme is funded by the National Department of Public Works and the Greater Kokstad Municipality. The following table shows the funding model of the project:



Beneficiaries work 3 days per week every month. Each person collects refuse in 60 households once per week then cleans open spaces and streets for two days in the same week. Beneficiaries receive food parcels to the value of R 780 per month. They are divided into two groups that receive food parcels on the last Friday of the month and the last Monday of the month.

The following table shows the number of households that are covered by each beneficiary:

Collection Area	No. of Households	Actual households cleaned	Beneficiaries	
			No. Employed/Assigned	Load per Beneficiary*
Horseshoe(Ward 1)	2912	900	15	60
Franklin (Ward 2)	400	240	4	60
Kokstad Town (Ward 3)	1124	720	12	60
Extension 7 (Ward 4)	332	240	6	60
Bongweni (Ward 5)	609	595	18	35
Shayamoya	6985	2700	45	60
Total			100	

5.4 Electricity

Greater Kokstad is licensed to distribute approximately 25 MVA to the residents within the Kokstad town, Bhongweni, Horseshoe, Shayamoya, extension 7 and Kargs Post. The remaining area of Greater Kokstad Municipality is currently assisted by Eskom. According to the Electricity Service Unit of Greater Kokstad Municipality, approximately **80%** of households in Greater Kokstad municipality have access to electricity.

Both Greater Kokstad Municipality and Eskom have identified the following areas as priority areas for electrification:

- ❖ Makhoba (Housing Projects in 2, 3, 5, and 6 of the Farm Springfontein No.112 in New Amalfi comprising 994 units and on the Farm Argyll No.337, located adjacent to the L270 Gravel road which comprises of 418 units).
- ❖ Franklin (Housing Projects in Franklin which comprises of 450 units)
- ❖ R56 Kokstad Integrated Sustainable Settlement Project comprises of 600 – 800 mixed housing units.
- ❖ Shayamoya Social Precinct. Services will include a care clinic, pre-school, training centre, centre for the aged, nutrition programme and sports facilities.
- ❖ Willowdale (Willowdale housing project)
- ❖ Slums Clearance Project which will yield 236 housing units.

As Greater Kokstad Municipality is rapidly growing with new investors coming to the area, the municipality is anticipating **± 15MVA** as a further demand of electricity supply within the municipality.

5.4.1 Electricity Conversion

The municipality is currently engage in electricity conversion from metered electricity to prepaid. This will reduce debtor's book

Milestones attained

- Through the funding obtained from the Department of Mineral and Energy the municipality has successfully constructed and commissioned a 5MVA Substation which eased the load from the current major substation which was catered for Kokstad town, Bhongweni and new development of Shayamoya and Horseshoe.

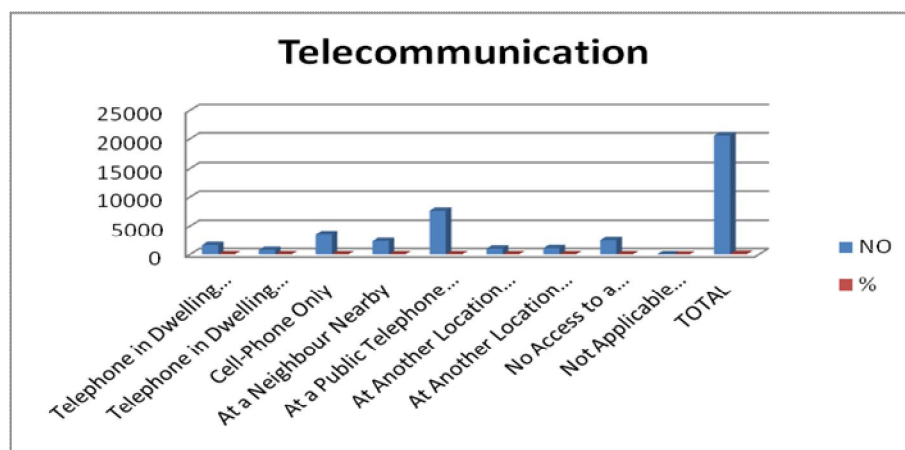
5.5 Telecommunication

Table 17: Telecommunications (2001)

TELECOMMUNICATIONS (2001)	NO	%
Telephone in Dwelling and Cell-Phone	1626	7.91
Telephone in Dwelling Only	787	3.83
Cell-Phone Only	3586	17.44
At a Neighbour Nearby	2321	11.29
At a Public Telephone Nearby	7658	37.23
At Another Location Nearby	1009	4.9
At Another Location Not Nearby	1090	5.3
No Access to a Telephone	2451	11.92
Not Applicable (institutions)	34	0.17
TOTAL	20562	100

Source: Statistics South Africa, Census 2001

Graph 8: Telecommunications



The town of Greater Kokstad Municipality is serviced with telephone lines, however, only some residents, school, government offices and shops have access to telephone. A total of 11.92% of households in the entire Greater Kokstad Municipality do not have access to telephones.

5.6 Transport Network

The Municipality has a well developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The Sisonke District Municipality has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

The following primary and secondary transportation routes are aligned through the Greater Kokstad Municipal Area:

- The N2 corridor that links the area of Kokstad to the major economic hub such as Port Shepstone and Durban in KwaZulu-Natal Province and Umtata in the Eastern Cape Province.
- The R56 which links the Greater Kokstad Municipality with Matatiele and Cedarville in the western side of the municipality. This road plays an important transport route from both transportation and an economic development perspective.
- The R617 which links western part of the municipality with Underberg and Pietermaritzburg.
- Other than the above, the municipal area is crisscrossed by a number of district traffic routes, often in a poor condition and making effective transportation problematical.
- Lowest in the ranking of transportation routes are the so-called agricultural roads which provide access to agricultural crops and link with the district roads.

5.7 Roll-Out of Free Basic Services

The municipality provides subsidized services to indigent households after their applications meet the criteria and are approved by the Council. 50kWh of free electricity is issued to both prepaid and credit meter customers. The municipality is also offered a subsidized refuse removal for indigent household on a monthly basis. To ensure the roll-out of free basic services the municipality has budgeted an amount of R3 229 490, 00 million in its 2009/10 financial year budget.

5.8 Operational and Maintenance

The municipality has allocated an amount of R5. 8 Million for operational and maintenance in its 2009/10 budget. This is amount that the municipality can afford to which it has proof to be insufficient as the existing infrastructure is deteriorating constantly. New infrastructure is also being created which places further pressure on maintenance resources. There is a Provincial road (Hope Street) running through the Kokstad town. Significant problems are currently

encountered with the maintenance of this road since Province lacks the necessary funds to maintain or upgrade this road.

5.9 Housing

5.9.1 Current Housing Demand

The following has been extracted from the Greater Kokstad Municipality Housing Sector Plan prepared by Makhosi Nyoka and Associates.

The housing backlog in the Greater Kokstad Municipality is standing at 9000 (where there is total number of 19633 household in terms of census 2001 – almost 46% backlog). It is estimated that a budget of R486 million is required (assuming that a housing project of 1000 units will cost R54million) in order to reduce backlogs. The housing needs can be further categorized as in Table 18.

Table 18: Housing Categories and Needs

Housing Category	Housing Need (number of units)
Slum Clearance	3050
Rural Housing	2100
Rural Land Reform	2100
Rental Housing	1400
Hostel Redevelopment	200
Farm Worker Housing	150
Total	9000

5.9.2 Housing Demands in Greater Kokstad Municipality

Based on the current the current housing demand database for Greater Kokstad Municipal area the demand is estimated to be 4450 in the urban areas and houses, whereas a quantified figure in the rural areas is estimated to be an average of 49.9% of the total demand which is 9000 households not residing in a formal dwelling within the rural areas. It is therefore imperative that this housing shortage be addressed as soon as possible in order to avoid pressures building up to an uncontrollable level.

According to the Greater Kokstad Municipality Integrated Development Plan there is an emergence of Slums Clearance in the area, which is based on the formalization by relocation of the existing informal settlements to an area that is conducive for proper formal housing development. The relocation of squatter shacks in the Bhambayi and Mphela has been identified as a high-rank priority in the area.

5.9.3 Housing Demand in Kokstad Urban Area

Like most urban areas in South Africa, Greater Kokstad faces a low and middle income housing crisis. Currently, there is a need for over 1000 low income (fully subsidized) houses as identified in the municipal IDP. Greater Kokstad also has a highly constrained, demand-driven private housing market with inflated housing prices in all market segments. The demand for housing is therefore across the board, ranging from single-person rented accommodation, through basic fully-subsidized housing units, to middle and upper-income bonded accommodation. The lack of accommodation supply pressure on existing housing, with the negative outcomes of squatting, overcrowding of existing houses, down-market “raiding” by higher income households and escalating of rentals and sale prices of houses.

5.9.4 Housing Demand in the Franklin Secondary Node

Franklin is one of the Secondary nodes within Greater Kokstad Municipality. The immediate housing demand in respect of the area is 450 units according to the municipal Housing Plan. The housing demand in Franklin is expected to be higher than the figure indicated above. The reason for this is the fact that there are more people that they have just move in the area. Local council is in the process of formalizing the situation.

5.9.5 Housing Demand in the Rural Areas

It is difficult to ascertain the housing demand in the rural areas as many households reside in dwellings such as informal or traditional houses or shelter. The municipality will conduct a quality of life survey to which the counting of households not residing in formal dwellings (housing backlog) within the rural areas is part of study.

5.9.5 Current and Planned Housing Projects

Current Housing Projects

These are projects which have been approved by the MEC, are being implemented currently and have been budgeted for by the Department of Housing.

Table 192: Slum Clearance Project

LOCATION	The site is located is located at Shayamoya situate in northern part of Kokstad town
OWNERSHIP	Greater Kokstad Municipality
CURRENT LAND USE	Special Residential as per draft LUMS
PROPOSED NUMBER OF UNITS	236 Housing Units
PRIORITY	This is a slum clearance project and is therefore prioritized in order to be in line with the Provincial target to clear all slums 2010.
STATUS OF PROJECT	The development site has been identified and funding has been approved by the KZN Dept of Human Settlement.
SOCIAL ENVIRONMENT	The proposed site is in within reasonable distance of public amenities, schools, transport routes and employment opportunities.
BULK SERVICES	All bulk services are in close proximity to the proposed site.
IDP AND SPATIAL FRAMEWORK COMPATIBILITY	The proposed development is within the IDP and Spatial development Framework.
OTHER REMARKS	None
RESPONSIBLE DEPARTMENT	Housing Facilitator: Department of Infrastructure, Planning and Development.

Table 20: R56 Kokstad Integrated Sustainable Settlement Project

LOCATION	The site is located in Kokstad town.
OWNERSHIP	Greater Kokstad and Respond Housing Association from Ireland (Public Private Partnership)
CURRENT LAND USE	This project will be developed on vacant land, currently un-proclaimed municipal owned land proximate to the existing residential area of Kokstad.
PROPOSED NUMBER OF UNITS	600- 800 units.
PRIORITY	The Kokstad Integrated Sustainable Settlement (KISS) is a 600 -800 units mixed income, mixed tenure development based on sound sustainable development and integrated human settlement principles.
STATUS OF PROJECT	Pre-feasibility assessments have been completed, including planning and services assessments, a bulk services assessment, and first phase demand assessment, geotechnical evaluation and environmental impact assessment.
SOCIAL ENVIRONMENT	KISS will cater for a wide range of social culture requirements, given current constraints on facilities in Kokstad, including education recreation and sporting facilities, special needs housing support (aged and infirm, orphaned and vulnerable children) and training facilities.
LINK WITH BULK SERVICES	All bulk services such as water and sanitation is still to be confirmed by Sisonke District Municipality. With regard to electricity supply the municipality has confirmed that there will be sufficient electricity to supply the proposed development.
IDP AND SPATIAL FRAMEWORK COMPATIBILITY	The proposed development is within the IDP and Spatial development Framework.
OTHER REMARKS	According to the Project Facilitator there appears to be no positive commitment from the Department of

	Human Settlement
RESPONSIBLE DEPARTMENT	Executive Manager: Corporate Services

Table 21: Franklin Residential Development

LOCATION	The site is located at the T-junction between the road into Franklin and the R617 between Swartberg and Kokstad, approximately 30km outside Kokstad. The site is bounded by the R617 to the south-west, the Franklin/Umzimkhulu road to the south east, by railway line to the east and adjacent properties to the north.
OWNERSHIP	Franklin Village Property Holdings
CURRENT LAND USE	Land is currently vacant
PROPOSED NUMBER OF UNITS	450 units
PRIORITY	This is a slums clearance as well as a Greenfields projects and therefore has Presidential priority.
STATUS OF PROJECT	Pre-planning studies have been completed, geo-technical investigation has been completed, design of civil engineering services has been completed, and environmental authorization has been granted.
SOCIAL ENVIRONMENT	The proposed site is in within reasonable distance of public amenities, schools, transport routes and employment opportunities within the Kokstad urban node.
LINK WITH BULK SERVICES	Bulk services are in fairly close proximity to the proposed site however transfer of sewerage ponds is still required from Spoornet.
IDP AND SPATIAL FRAMEWORK COMPATIBILITY	The proposed development is within the IDP and Spatial development Framework.

OTHER REMARKS	Approval in terms of Less Formal Township Establishment Act from Department of Cooperative Governance is still awaited.
RESPONSIBLE DEPARTMENT	Housing Facilitator: Infrastructure, Planning and Development

Table 22: Makhoba Housing

LOCATION	There are two sites:- Site No. 1 is located on portion 2, 3, 5, and 6 of the Farm Springfontein No.112 in New Amalfi. The site is bounded by the remainder of portion 6 to the south, the old homestead and the remainder portion 5 to the west. Site No.2 is located on the Farm Argyll No.337, located adjacent to the L270 Gravel road.
OWNERSHIP	Mzabane Makhoba Trust
CURRENT LAND USE	Agriculture
PROPOSED NUMBER OF UNITS	Farm Springfontein : 994 units, Farm Argyll : 418 units
PRIORITY	This is a rural housing project prioritized by the municipality to cater the identified needs of the Community through the Integrated Development Plan.
STATUS OF PROJECT	Pre-feasibility assessments have been completed, including planning and services assessments, a bulk services assessment, and first phase demand assessment, geotechnical evaluation and environmental impact assessment.
SOCIAL ENVIRONMENT	The housing development in the area will be catalyst of other development in the area.
LINK WITH BULK SERVICES	Bulk services will be required to be installed and confirmation of the provision of water and

	sewerage has been confirmed from the District Municipality.
IDP AND SPATIAL FRAMEWORK COMPATIBILITY	The proposed development is within the IDP and Spatial development Framework.
OTHER REMARKS	There has been appeal lodged against Environmental authorization granted for the project.
RESPONSIBLE DEPARTMENT	Housing Facilitator: Infrastructure, Planning and Development

Table 23: Willowdale Housing Project

LOCATION	Melk Spruit Farm No. 293, Kargs Post , southern part of Kokstad
OWNERSHIP	Greater Kokstad Municipality
CURRENT LAND USE	Agriculture
PROPOSED NUMBER OF UNITS	The potential yield of the entire area is 87 units.
PRIORITY	This is project has been prioritized for the Willowdale community and is partially a slum clearance project and is therefore prioritized in order to be in line with the Provincial target to clear all slums 2010.
STATUS OF PROJECT	Application has been made to the Department of Land Affairs to assist in respect of the acquisition of privately owned farm land. The development site has been identified and the project facilitator has been identified (K & T Consulting Engineers).
SOCIAL ENVIRONMENT	The proposed site is in within reasonable distance of public amenities, schools, transport routes and employment opportunities.

BULK SERVICES	District Municipality to confirm the provision of services.
IDP AND SPATIAL FRAMEWORK COMPATIBILITY	The proposed development is within the IDP and Spatial development Framework.
OTHER REMARKS	Full environmental impact assessment and the preparation of the preliminary layout are still to be completed.
RESPONSIBLE DEPARTMENT	Housing Facilitator: Infrastructure, Planning and Development

Key focus areas for these aforesaid housing projects will be urban design for sustainability, sustainable approaches to water, sanitation and energy systems, early childhood development processes, sustainable livelihood and local economic development strategies and training requirements, sustainable agriculture.

5.10 Cemeteries

There is an under-supply of cemeteries in the area, especially considering the expected number of HIV/AIDS related deaths over the next 10 years. Appropriate facilities need to be provided throughout the area with due cognizance of religion, culture and tradition. Update status of cemetery – land obtained. Currently, the municipality is in the process of establishing one additional cemetery having obtained land and prepared the land, an environmental impact assessment will be done and so on. This however is inadequate to address the future predicated needs for burials. In addition, for cultural reasons it is required that cemeteries be located relatively “close” to inhabitants.

5.11 Infrastructure Key Issues: summary

The following priority development issues were identified for this section.

Water and Sanitation

- Whilst household access to water and sanitation is being addressed, there remain substantial backlogs that need to be eradicated.
- Water services infrastructure in Greater Kokstad Municipality needs upgrading and ongoing maintenance.
- Ways of reducing inefficiency, waste and water loss need to be investigated.

- The urban areas has proper water borne sanitation systems, but rural areas still rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.

Waste Disposal

- Currently 100% of urban households within the whole municipality are covered by a waste collection system, whilst no rural households are covered.
- Dumping of refuse has become a major problem, particularly in areas outside the Kokstad town. This poses serious environmental problems and risks. Efforts are needed to increase people's awareness of the advantages of good waste management practices.
- The projected population increase implies an increase in the amount of refuse to be generated. Serious attention should be given to refuse management.
- Inability to identify suitable available land for a future land fill site. The municipality will consider exploring the option of expropriating suitable land for a land fill.

Electricity

- The Greater Kokstad Municipality's predominant source of energy for lights is electricity followed by candles.
- The bulk of the urban households have access to household electricity. Very few settlements in farms have this luxury.
- Electricity provision at schools and health facilities are especially critical.
- To ensure the electricity required capacity and the provision of alternative energy the municipality needs to develop an energy master plan

Transport

- Poor condition of provincial and district roads, and town roads due to poor standard of storm water management drainage and lack of maintenance.
- There are various district roads in the area together with smaller farm or agricultural roads. In practically all instances these roads are in a poor condition and in need of upgrading.
- The poor road network and infrastructure makes access to farms, markets and other business centres difficult and essentially will create delays in the delivery of goods and production of goods.
- There has been a decline in the transport sector with the closure of the Railway.

Housing

- A lack of land to build houses and where private land is available, the landowners (farmers) are asking very high prices.
- Some landowners within the municipality are encouraging shack settlements as an income-generating activity. In most of the cases these people are staying in very unfavorable and squalor conditions, with no access to water and basic sanitation.
- The provision of engineering services and infrastructure often hampers the effective development of sustainable human settlements.
- The rapid growth of the Kokstad town has attracted many people, especially from outside the borders of Greater Kokstad in search for employment opportunities. This has resulted in the growing number of informal settlements.
- Up-market housing is a lucrative market in the certain parts of the Kokstad town characterized by speculation. However, this occurs outside any strategic development framework, resulting in ad hoc development and cost inefficiencies. It has become critical to earmark development boundaries to facilitate more effective and efficient delivery of infrastructure and services.
- The lack of funding and the non-alignment of municipal and government department budgeting processes.
- The lack of undertaking to provide the required bulk services for housing needs delays housing developments.

Cemetery

- New housing developments necessitate the need for more cemeteries in the area.
- Need for cemetery development plan.

6. SOCIAL AND COMMUNITY DEVELOPMENT

Social and community development deals with various issues ranging from health services to education and the provision of community facilities. As such, community upliftment and awareness in matters of gender, HIV/Aids/communicable diseases are of importance here.

Within the municipal area there is a need to develop **recreational facilities** such as sports facilities for the youth as there is a lack of such in the majority of the communities and are indicated there is a high percentage of youth within the municipality. Development of such facilities will allow for the exploration of youth talent in sport, music and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority.

6.1 Health Services

Major constraints facing the communities within the municipal area are as follows:

- ❖ Insufficient easily accessible health care facilities in terms of location: where there are facilities they are not conveniently located for many community members and therefore transport costs are high.
- ❖ Insufficient mobile clinics servicing the area, to address health care needs.
- ❖ Road infrastructure, especially rural roads being in a poor condition and therefore making access to health care facilities a challenge.

The municipality has made land available to the Department of Health to erect new clinic in Shayamoya area. This is regarded as one of the community priority projects in the Greater Kokstad Municipality.

6.2 Disaster Management

Disaster Management is regarded as a key issue due to the fact that the municipality is prone to fires and floods. The Greater Kokstad Municipality has a **Disaster Management Plan** which was prepared in terms of Section 42 of the Disaster Management Act 2002. The objectives of the Disaster Management Plan are to:

- ❖ Establish effective and efficient institutional arrangements based on joint cooperation and collateral support which will give effect to the principles of cooperative governance and wide stakeholder participation.
- ❖ Facilitate Council's cooperation with National and Provincial Spheres including Sisonke District municipality.
- ❖ Establish joint standards of practice amongst stakeholders;
- ❖ Provide an initial macro qualitative assessment for the Municipality as a whole which will, as a point of departure, produce a profile by which the extent and nature of disaster risk in the area can be determined. The assessment will be conducted by accessing indigenous knowledge, studying weather patterns and the history of past events to identify potential hazards and evaluate existing

conditions of vulnerability that pose a potential threat to people, property, livelihoods and the environment in the area.

- ❖ Direct the initial prioritization of disaster risk reduction measures for integration into Council's IDP which are aimed at reducing existing conditions of vulnerability in disaster prone areas in the municipal area.
- ❖ Provide the framework for commissioning a scientifically conducted risk assessment to identify areas and communities at risk (CARs) and to inform the development of a comprehensive disaster risk reduction strategy based on the outcomes of the assessment.

6.3 Community and Sport Facilities

Greater Kokstad Municipal area has a number of community facilities i.e. community halls, and sport fields. Key issues emerging from these facilities are the following:

- ❖ Many facilities are underutilized – or not optimally utilized;
- ❖ There is low community ownership;
- ❖ There is lack of effective and efficient management of the facilities;
- ❖ Many facilities have no Electricity and/or challenges with electricity connections are experienced;
- ❖ Many facilities have no Water; and/or challenges with water connections are experienced;
- ❖ Many facilities have problems with sanitation connections
- ❖ Some of the Infrastructure/Facilities have been vandalized (predominantly broken windows);
- ❖ Some of the infrastructure/Facilities have damaged roofs and/or cracked walls.
- ❖ Some of the facilities are not optimally located, and in one instance a sports field is located on a piece of land that is continually water-logged.

As a result of the high number of facilities that will require funding for new or improved infrastructure and/or services, it was decided to prioritise/focus on facilities within the primary and secondary nodes identified in the municipal Spatial Development Framework.

Table 23: community and sport facilities requiring upgrading

Community Facility	Location	Amount Required for Upgrading
Franklin Community Hall	Ward 2	R100,000
Kransdraai Community Hall	Ward 2	R50,000
Kokstad Town Hall	Ward 3	R500,000
Murray Park Sportfield	Ward 3	R1 000 000
Thuntulwane Community Hall	Ward 5	R50,000
Pakkies Community Hall	Ward 6	R200,000
Riverview Sportfield	Ward 6	R1 000 000
TOTAL		R2 900 000

6.4 Impact of HIV/Aids

There is a need for more strategic and driven **HIV/AIDS** awareness programmes as the level of AIDS related deaths, especially amongst the youth. It is imperative that there is buy-in from communities if the programmes and campaigns are to be successful.

According to a 2005 publication of Development Bank of South Africa⁶, the KZN population that was HIV positive during 1991, 1996 and 2001 was , 40 000, 634 000 and 1 643 000 respectively - the highest concentration of HIV positive people in South Africa.

The following effect of HIV/AIDS socially should be noted:

- ❖ Poorer households are more vulnerable and the epidemic is therefore likely to deepen poverty and compromise upward mobility;
- ❖ A greater demand for and on health care facilities; and
- ❖ A greater demand for financial and welfare support for orphans.

The effect of HIV/AIDS economically is:

- ❖ A shift from savings to current expenditure, thus limiting fixed investment and economic growth;
- ❖ Possibility of technological deepening of the economy as a result of higher absenteeism rates;
- ❖ Withdrawal of healthy workers to care for ill family members;
- ❖ Increased spending on pharmaceuticals and funerals.

The likely effect of HIV/AIDS on planning:

- ❖ Population growth and the structure of the population will change in terms of age and gender;
- ❖ The current demand for services such as schools, housing and health care facilities will change;
- ❖ Impact on development i.e. physical and economic;
- ❖ Impact on skilled and unskilled labour force;
- ❖ Impact on resources and environment;
- ❖ Impacts on capacity of institutions;
- ❖ Impact on the local economy; and
- ❖ Spatial implications

6.5 Education

The Department Of Education has administrative regions that bear no resemblance to the boundaries of the Local Municipality. This complicates the coordination of planning and development related to school based education.

The primary challenges are the poor condition of class rooms and the lack of utility services linked to these classrooms. In the rural areas specifically, the quality of classrooms is not conducive to achieving appropriate education levels.

A need exists to ensure that the range of subjects offered at schools are in line with the general economic development strategies of the Municipality, e.g. should agriculture and tourism be viewed as growth sectors in the economy. The DOE should consider approaches to introducing related subjects at schools. Entrepreneurial development and access to information technology are seen as essential for ensuring the future integration of the economy of the Local Municipality & District into the global economy.

Schools, specifically in the rural areas, do not have access to appropriate facilities and expertise to offer a wide range of sport and recreation opportunities to the youth of the area. To provide access to such facilities and expertise greater levels of coordination will be required, specifically in relation to the provision of sport facilities and community halls, i.e. these facilities must not only be utilized by the broader community, but should also be available to the schools in the area.

6.6 Safety and Security

Being mindful that Crime levels have an impact on economic development, safety and security are an area requiring focused attention to align with the economic objectives and their related impacts/outcomes for the municipal area. The dominant type of crime currently is burglaries, especially in areas of high population density. Inadequate police presence, lack of police stations in rural areas needs to be addressed, in addition to a more visible municipal traffic police.

6.7 Peace Officers “GKM, Alufakwa Lubuya Nawe”

In strengthening the law enforcement in the Greater Kokstad Municipal area the Municipality funded the training over 60 staff and community members who are now qualified Peace Officers. This project was established to assist the law enforcement in Kokstad, and to empower the employees to enforce municipal by-laws. These Peace Officers is assisting vastly in the traffic management matters and enforcement of By-laws. The entity to this programme is to make sure that everyone being a visitor or a resident feels safe as possible in the area. This was done after a research the was conducted which revealed that people in Kokstad area still fail to obey the rules and the number of criminals are becoming more every single day.

6.8 Welfare

The main component of the Social Security Programme implemented within Greater Kokstad Municipal area is the distribution of social pensions which comprise a large part of the overall welfare budget. A number of pensions are included in this programme, most notably old age pensions, child support grants and disability grants. A key issue impacting on planning and development is the general dissatisfaction of pensioners regarding access to pension payment points, both in terms of location and number.

The Social Welfare Services Programme is aimed at directly addressing social support needs at an individual, group or community level. Social workers assist individuals and groups to address a variety of problems and situations, the focus being on the youth, elderly, victims of crime, people with disabilities, substance abuse, special needs such as HIV/AIDS, and women. Access to these services and programmes seems to be limited and not well coordinated.

In addition, there is a lack of alignment between various sectors including municipality with Social Development to have necessary impact. (i.e., special programmes done by municipality but not aligned with Social Development and other stakeholders programme and projects).

6.9 Poverty Alleviation

There is no coordinated, targeted approach towards poverty alleviation by the various stakeholders within the municipal area. Different departments are implementing their poverty alleviation programmes in isolation of one another. The impact therefore not what it could be if there was a coordinated, integrated and targeted approach towards poverty alleviation.

6.10 Marginalized Groups

The municipality has special programmes to address the needs of marginalized groups, these, however focus predominately on “events” rather than sustainable developmental programmes. In addition there is no coordinated, integrated approach between the different stakeholders in their strategies and approaches and interventions regarding marginalized groups.

6.11 Improved Community Involvement

To ensure that community involvement is improved the following will be undertaken:

- ❖ IDP Road-shows, two to three per ward depending on size of ward are held, and will continue to be held annually;
- ❖ Monthly ward committee meetings with support from ward committee clerks;
- ❖ Use of local newspapers (Advertiser and East Griqualand Fever) for placing of public notices;
- ❖ The Council meetings are open for members of the public to attend.
- ❖ IDP related programmes are published in the quarterly GKM Newsletter
- ❖ Regular updating of the website and utilization of it as medium of communication, and to encourage participation.
- ❖ Public notices locating within strategic locations of the municipality.
- ❖ IDP Alignment Stakeholder Forum meetings
- ❖ Greater Kokstad Municipality publishes Annual Report.

6.12 Social and Community Key Issues needing to be addressed: summarized

The following priority development issues were identified for this section.

Health

- ❖ A need to fast-track development of the clinic in Shayamoya.
- ❖ A need to fast-track mobile clinics in rural areas where there are no nearby clinics or hospitals.
- ❖ A need to coordinate with Sisonke District Municipality to extend water supply schemes and sanitation to areas that do not have access to potable water and sanitation.
- ❖ The upgrading of infrastructure roads in order to make existing health facilities more easily accessible within the municipality.

Education

- ❖ Department of Education to consider re-aligning its operations to municipal delineations.
- ❖ Classrooms and related facilities within schools require attention to enable conducive learning.
- ❖ A need exists to ensure that the range of subjects offered at schools is in line with the general economic development strategies of the Municipality, e.g. should agriculture and tourism be viewed as growth sectors in the economy. The DOE should consider approaches to introducing related subjects at schools. Entrepreneurial development and access to information technology are seen as essential for ensuring the future integration of the economy of the Local Municipality & District into the global economy.
- ❖ Sports and Recreation facilities of areas should be linked to enable schools usage and benefit.

Safety and Security

- ❖ Combined strategy necessary to address safety and security; education & partnerships, alignment, Inter-governmental liaison – to lower crime rates.
- ❖ Police Presence in rural areas is required: even if not permanent stations.
- ❖ Higher visibility of municipal traffic police: as a deterrent to contraventions.

Community Services and Facilities

- ❖ The Municipality needs to develop sport facilities that accommodate all sporting codes.
- ❖ The Municipality needs to consider developing multi-purpose centers instead of developing a single unit of a community hall.
- ❖ There is a need for project collaboration between the district and local municipality regarding the construction of sportfields.
- ❖ Department of Sport and Recreation has to align with local government on a number of issues

Disaster Management

- ❖ Public awareness programmes: to empower communities with regards to reducing risks and how to respond and act for various disaster situations. Such programmes should ensure that communities heed early warnings, recognize risk situations, and take appropriate remedial or evasive action.

Welfare

- ❖ Accessibility of pension payment points, both in terms of location and number to communities needs to be improved upon.
- ❖ Lack of alignment between various sectors including municipality with Social Development to have necessary impact. (i.e., special programmes done by municipality but not aligned).
- ❖ Social Welfare programmes need to be more rigorously implemented and profiled.

Poverty Alleviation

- ❖ Coordination and alignment of programmes between various sectors to have any meaningful impact needs to be given attention.

Marginalized Groups

- ❖ Focus more on development than just supporting events
- ❖ Alignment needed with the Department of Welfare & Population Development

HIV/Aids

- ❖ Incidence of HIV/Aids has an impact on economic development
- ❖ Support needed for centres in the municipality, i.e. World Vision, Home of Comfort

6.12 Milestones Attained

Some of the key milestones achieved with regard to social and community development are outlined hereunder:

- ❖ In attempt to combat the spread of HIV/Aids in Greater Kokstad Municipality, the municipality has successfully appointed a Special Programme Manager who is responsible, inter alia, but not limited to the following functions:
 - Coordinate HIV/Aids programme in the area;
 - Establish HIV/Aids Council that will coordinate HIV/Aids in the area
 - Develop and implement HIV/Aids strategy;
 - Ensure integration of HIV/Aids programme (District, Provincial and National programmes)
 - Provide support to children who are orphans as a result of HIV/Aids
 - Conduct education and awareness of school children on the HIV/Aids pandemic across Greater Kokstad Municipality

- ❖ The municipal set aside an amount of R100 000, 00 in its 2009/10 budget solely for HIV/Aids support programme.
- ❖ The municipality has established HIV/Aids council that is work closely with the Special Programme Manager in coordinating the HIV/Aids programme in the area.
- ❖ Participating in the KWANALOGA Games.
- ❖ Launch of District Youth Forum.
- ❖ Completed Bhongweni sportfield.

7. Institutional Arrangements

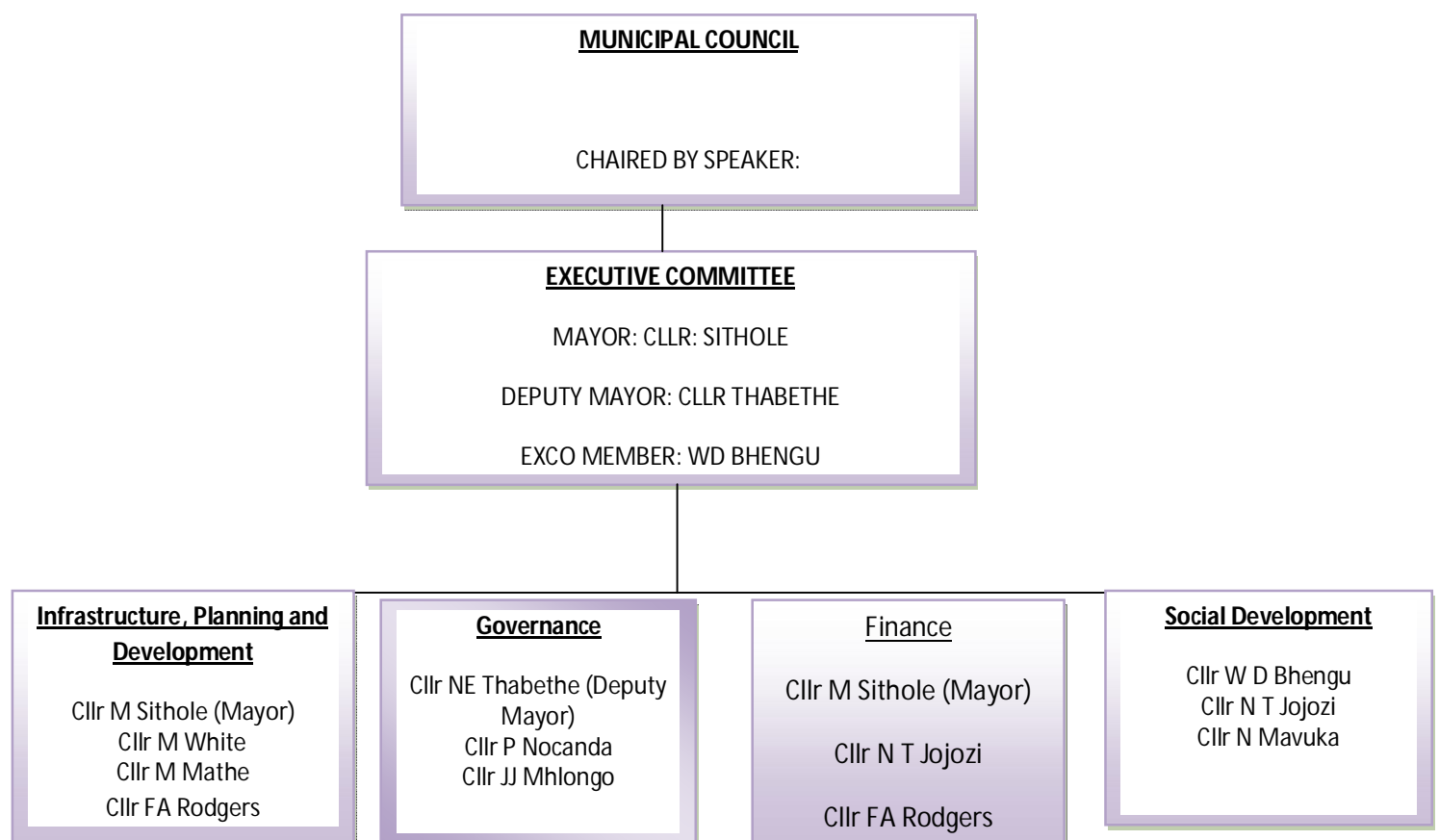
7.1 Political Context

Greater Kokstad Municipality has 11 Councillors of which 6 are directly elected ward councillors, and 5 are proportional representative councillors. Greater Kokstad Council meets on a quarterly basis while the EXCO meets once a month. Members of the public and media are also encouraged to attend some of the Council meetings.

In response to Section 79 of the Local Government: Municipal Systems Act, Act No.32 of 2000 the municipality has established the following Committees:

- Infrastructure, Planning and Development
- Social Development
- Governance
- Financial services

POLITICAL LEADERSHIP STRUCTURE OF GREATER KOKSTAD MUNICIPALITY



These committees are structured in accordance to the national guidelines: and all fulfill oversight functions. Each committee meets once per month. Their core function is to look at the specific issues that relates to each committee, research those issues and find all the necessary facts before these issues are discussed by Councillors that sit in each of the committee. These committees deliberate issues and then make recommendations to EXCO and full Council, for resolutions.

Public attendance at Council meetings is encouraged to enable citizens to observe and experience the work of senior decision making body in the municipality.

The Audit Committee, which includes performance audit functions, is functional, with terms of reference and meets quarterly. Reports from the Audit Committee are submitted to Exco quarterly.

An Oversight Committee exists to consider the Annual Report prior to finalization. This committee provides additional assurance of credibility to the Annual Report.

7.2 Traditional Structure

There is one traditional area known as Makhoba Rural Area represented by Chief Makhoba. Interestingly in Greater Kokstad Municipality is that, there is a good working relationship between Chief Makhoba and political structures of the municipality.

7.3 Good Governance and Public Participation

The municipality has a communication and public participation strategy which aims at ensuring that its decision making systems balance the need for efficiency and speed with transparency and meaning full participation of citizens and other stakeholders. The municipality has a website (www.kokstad.org.za) in ensuring customer care and making Batho Pele a reality.

The establishment of a municipal level public accounts committee was considered during 2009/2010.

7.4 Ward Committee Systems

The Ward Committees that were established in term of Municipal Structures Act, No.117 of 1998 are still functioning effectively in terms of holding meeting on a monthly basis, mobilizing community participation in IDP engagements. A challenge is to improve Ward Committee understanding of the IDP processes and municipal systems and policies.

7.5 Location of IDP

In terms of the Municipal Systems Act the Mayor is politically responsible for the IDP whilst the Municipal Manager is administratively responsible for the driving the IDP process. In the case of Greater Kokstad Municipality the Municipal Manager has delegated some of the responsibilities to the Manager: Planning and Development Planning.

7.6 Inter-governmental Relations

Inter-governmental relations with most sector departments is not so good, however there is room for improvement with the district municipality and in the planning and budget alignment of programmes and projects. There is a framework for intergovernmental relations, however, that exists. In addition there are various for a within the municipal area which within specific areas are inter-governmental such as the Development and Planning Forum, LED Forum and the IDP alignment forum.

i) THE PREMIER'S COORDINATION FORUM (PCF)

In accordance with the Intergovernmental Relations (IGR) Act (2005), the Mayor participates in the PCF. This forum is coordinated by the Provincial Office of the Premier.

ii) THE MAYOR'S FORUM

In the district there is a Mayors Forum

iii) THE MUNICIPAL MANAGER'S FORUM

In the district there is a Municipal Manager's forum.

iii) THE SPEAKER'S FORUM

Such a forum has not been established.

iv) DISTRICT PLANNING AND DEVELOPMENT FORUM

The District Planning and Development Forum (DPDF) was established and is functional for the co-ordination of development processes within the district. The DPDF plays oversight on issues relation town planning matters, environmental management, strategic planning, spatial information management and organizational performance management system. Moreover, this Forum has been tasked with the responsibility of coordinating Urban Renewal Programme within the district.

Although the primary responsibility of this Forum is coordinate development, Local Municipalities exercise their constitutional mandate in administering and processing development applications, the DPDF plays a vital role in providing support and capacity throughout the district. This support enables speedy processing of development application of proposed development. The SDM has also committed itself to the District Planning Shared Services (DPSS). The DPSS is aimed at increasing and shearing

planning capacity within the district. The model has been developed and is to commence application in 2009/10 financial year. Both the DPF and DPSS are aimed at increasing the planning capacity within the district in order to meet the current development needs and the requirement of the new Development Planning Act (PDA) (Act 6 of 2008) which will be effective as from 01 April 2010.

Although there seems to have been some improvements towards the readiness for the implementation of the PDA, there is still some technical and administrative work that still needs to be done. This involves the development of planning tariffs, proper administrative systems and the implementation of the approved DPSS model.

7.8 Powers and Functions

The municipal powers and functions assigned in the Local Government in terms of Municipal Demarcation Board and the ones that the municipality is currently carrying out are as follows:

<ul style="list-style-type: none"> ▪ Building Regulations ▪ Child care facilities ▪ Fire fighting ▪ Storm water ▪ Trading regulations ▪ Billboard and Display advertisement ▪ Cemeteries, Funeral Parlour and Cremation ▪ Cleaning ▪ Control of Public Nuisance ▪ Control undertaking that sells liquor to public 	<ul style="list-style-type: none"> ▪ Accommodation, care and burial of animal ▪ Fencing and fence ▪ Licensing for dogs ▪ Licensing and control undertaking that sell food to the public ▪ Local amenities ▪ Local sport facilities ▪ Markets ▪ Municipal Abattoir ▪ Municipal roads ▪ Air and Noise pollution ▪ Pounds ▪ Public places
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Although the municipality is currently carrying out most of its assigned powers and functions it lacks this ability in certain areas e.g. Billboard and Display advertisement, Cremation, Accommodation and burial of animals. However, the municipality has responded to situation in various ways. In the case of Billboard and Display advertisement and Accommodation and burial of animal, for example the municipality has formed Public-Private Partnership where an external agency has been contracted to undertake these functions on a contract basis.

7.9 Administration

To assist the Greater Kokstad Municipality with implementing the objective of the local government as contained in the White Paper on Local Government, a strong, dynamic and charismatic leadership that provides direction for the success of organization is in place. The Greater Kokstad Municipality has been structured in a manner that helps in addressing challenges that it faced with.

7.10 New Greater Kokstad Municipal Offices

The last development of the year 2009 saw the completion of the Greater Kokstad Municipal Offices. This development has taken more than a year but at the end of the day has been worth to wait. The offices represent a very up market environment and one that the Greater Kokstad Community can surely be proud of.

7.11 Organizational Structure

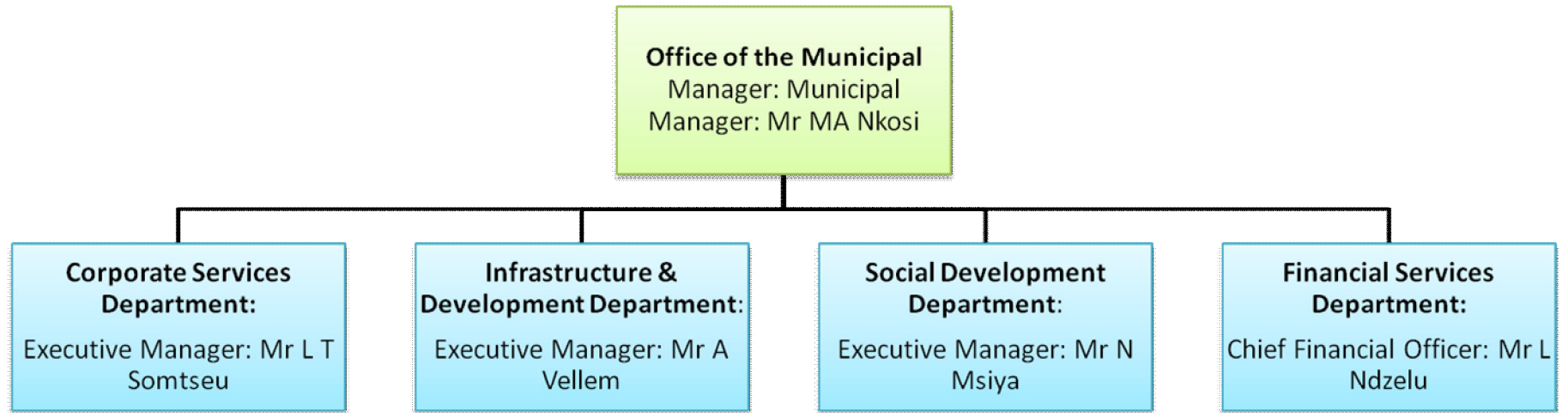
The Greater Kokstad Municipality organizational structure provides for five departments to be managed by the Municipal Manager. The five departments are:

- ❖ Office of the Municipal Manager
- ❖ Infrastructure, Planning and Development
- ❖ Social Development
- ❖ Finance Services
- ❖ Corporate Services

These departments are headed by the Departmental Head who are appointed in terms of Section 57 of the Local Government Municipal Systems Act .Within these departments there are business units established in line functions articulated in the IDP.

Each Directorate is further divided into divisions headed by the Managers. The Managers headed divisions are Planning and Development, Administration, Human Resources, Financial Services, Community Services and Community Safety.

Greater Kokstad Municipal Organogram at a Higher Level



7.11.1 Functional List

A table below provides a summary of the Key Performance Areas and Strategic objectives for each and every business units within the municipality:

Table 24: Summary of the Key Performance Areas and Strategic objectives for each and every business units within the municipality:

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
Office of the Municipal Manager	Strategic Leadership	<ol style="list-style-type: none"> 1. To provide strategic leadership to all operational activities of the municipalities; 2. To Provide the link between the political leadership and administrative activities of the municipality; 3. To Provide strategic leadership and guidance in the development and implementation of the IDP, Budget and SDBIP, and performance management; 4. Identify and develop new business initiatives for the municipality; 5. Ensure alignment of municipal activities to National and Provincial Priorities; and 6. Ensure that Council policies and all the relevant pieces of legislation are implemented and/or complied with
	Institutional Capacity Development and management	<ol style="list-style-type: none"> 1. Enhance institutional delivery capacity by researching, analyzing and implementing best practices; 2. Design, develop and implement systems and processes to improve the municipal operational efficiency 3. Define and implement effective management systems; 4. Ensuring optimum utilizations of resources and value for money; 5. Manage and develop human capital talent and ensure that the municipality has effective and consistent people management policies; and 6. Provide adequate physical, financial and other resources for the achievement of the municipal strategic goals.

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
	Public Participation	<ol style="list-style-type: none"> 1. Develop and promote community participation in government activities; 2. Consult stakeholders and solicit input on the development of the IDP and the Municipal Budget; 3. Lead, manage and coordinate the performance of the Community Development Workers (CDW's), Ward Support Clerks and Ward Committees; 4. Initiate, develop and coordinate programmes and interventions for ensuring maximum public participation in municipal programs;

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
Office of the Municipal Manager	Youth, Women, Children, Disabled and Gender issues and special programs	<ol style="list-style-type: none"> 1. Manage and coordinate activities related to the youth, children, disabled and women; 2. Coordinate events associated with youth, children, disabled, women and gender programs 3. Identify, support and coordinate Sporting activities within the municipality; 4. Develop and Implement programmes on special programmes.
	Stakeholder management	<ol style="list-style-type: none"> 1. Develop and maintain good relations with key stakeholders, relevant National and Provincial Government Departments and Civil Society Organisations; 2. Manage relationships both internally and externally; 3. Enable and leverage networking ability across public and private entities to facilitate collaboration;
	Marketing and Communication	<ol style="list-style-type: none"> 1. Maintain and enhance a positive image of the municipality; 2. Develop and implement municipal communication strategy in line with key functions of the municipality; 3. Develop and maintain strong relations between the municipality and the media 4. Arrange media conferences and media release for the municipality 5. Provide advice on communication matters and draft speeches for the Mayor, Deputy Mayor and the Municipal Manager; 6. Represent the municipality in all communication forums; 7. Manage and oversee the implementation of the municipal outreach programs

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
	Internal Audit and Risk Management	<ol style="list-style-type: none"> 1. Identify all risks, develop and implement risk management strategies for the municipality; 2. Assess the effectiveness and efficiency of the control environment within the municipality and weaknesses have been identified, develop procedures to reduce such risks; 3. Ensure that the municipality has an effective annual internal audit plan; 4. Ensure that the audit committee is functional and provide sufficient oversight role to the audit committee; 5. Provide leadership in the establishment of a culture that emphasizes internal control systems as an important priority within the municipal operations.
	Planning and Development	<ol style="list-style-type: none"> 1. Facilitate and manage the appropriate sustainable and integrated spatial planning and development within the municipal area of jurisdiction; 2. Oversee and direct the implementation of the Municipal spatial planning program; 3. Manage the development and maintenance of the Land Use Management function; 4. Manage the development and maintenance of the Geographic information System (GIS); 5. Oversee the enforcement where land use legislation was violated; 6. Formulate the municipal spatial development framework;
	Local Economic Development	<ol style="list-style-type: none"> 1. Stimulate and manage the Local Economic Development in the Municipality; 2. Identify new economic opportunities, resources, strengths and limitations within the local municipal context; 3. Identify, support and coordinate LED activities within the Municipality; 4. Perform technical, financial and entrepreneurial training of the SMME's 5. Source funding for the LED projects from relevant institutions and donors

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
Financial Services (office of the CFO)	Expenditure and Revenue Management	<ol style="list-style-type: none"> 1. Ensure timeous disbursement of funds to all creditors owed by the municipality; 2. Ensure that all expenses being paid for are budgeted for and that are sufficient funds in the relevant budget; 3. Monitoring of cash flow for the municipality; 4. Assess expenditure pressures and enforce fiscal discipline; 5. Ensure the sustainable financial health of the Municipality; 6. Ensures recoverability of all the funds that are due to the Municipality; 7. Ensure accurate billing for rates, electricity and other services provided by the municipality; 8. Ensure the effective implementation of the municipal credit control and debt collection procedures;
	Supply chain management	<ol style="list-style-type: none"> 1. Develop, maintain and implement procurement policies and procedures to effect the timely purchasing and delivery of goods and services to meet the operational needs of the municipality as aligned to the IDP and the SDBIP; 2. Manage the fleet and all movable and immovable assets of the municipality from the demand, acquisition, logistics and disposal stage. 3. Ensure the cost-effective procurement of goods and services.

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
	Budgeting, reporting and Compliance	<ol style="list-style-type: none"> 1. Development of annual budgets in collaborations with other departments; 2. Development and maintenance of financial policies and procedures and ensuring that all staff within the municipality 3. Ensuring that the Municipality has an effective and efficient system of internal audit 4. Ensuring that the Municipality has an effective Audit committee that is informed on a regular basis of any deviations from the financial policies and procedures, and/or non compliance with the MFMA and Treasury Regulations; 5. Advising the Council and Management of any changes in legislation and recommending adjustment of policies accordingly; 6. Ensuring that all reporting requirements are met; 7. Engaging with internal and external auditors in ensuring that sound financial practices are adhered to and that an annual audit plan is compiled; 8. Development of the municipal annual compliance plan; 9. Reporting on the implementation of the annual compliance plan; 10. Reporting alleged irregularities and non-compliance with the compliance plan; 11. Providing guidance and support to the Municipal Manager regarding all matters of compliance; 12. Coordinate the development of the SDBIP; 13. Management of documents to be placed on the municipal website in compliance with the MFMA and the Municipal Systems Act; Communication function 14. Management and Development of the website. Communication function

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
Corporate Services	Administration	<ol style="list-style-type: none"> 1. Develop and execute administrative municipal policies and delegations of competencies; 2. Plan coordinate and implement strategies and processes which facilitate the enhancement of operational efficiencies within the municipality; 3. Management of municipal properties and contracts; 4. Management of records (in compliance with national archives act) and provision of auxiliary services.
	Human Resources	<ol style="list-style-type: none"> 1. Provide strategic human capital leadership to the Municipality; 2. Ensure synergies and standardization of HR policies and procedures across all departments within the Municipality; 3. Initiate and manage the implementation of human capital strategies 4. Identify solutions to deal with changing external and internal demands; 5. Ensure compliance to HR Policies and procedures; 6. Management of all employer/employee relation matters; 7. Representing the Municipality in all matters of dispute resolution and consultation; 8. Designing and implementing the Municipal Employee Relations philosophy, strategy and approach; 9. Effective implementation of the labour legislative framework and the Collective Bargaining agreements; 10. Effective management of information systems relating to employee relations; 11. Strategic management of the remuneration function within the municipality; 12. Management of the job grading/evaluation within the municipality;
	Council support: committee and auxiliary services	<ol style="list-style-type: none"> 1. Provide functional and operational support to all the activities of the Council; 2. Provide the recording and minute taking services for the Council, EXCO and committees of the Council 3. Coordination, development and issuing of agenda for all scheduled Council, EXCO and Committee meetings 4. Provision of support in the implementation of council resolutions.
	Information Communication	<ol style="list-style-type: none"> 1. Maintain data integrity within the municipality; 2. Installation and configuration of software;

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
	and Technology	<ol style="list-style-type: none"> 3. Information and data security administration; 4. Data analysis 5. Management and maintenance of network functions 6. Take full responsibility for the development and maintenance of the municipal website;
Social Development Social Development	Public Facilities and Social Amenities	<ol style="list-style-type: none"> 1. Manage horticulture, public open spaces, cemeteries and nurseries; 2. Manage, maintain community halls, public toilets and other municipal facilities (municipal grounds and sports fields) 3. Provision of security in all public facilities; 4. Provision of library and related services to the community of Kokstad.
	Protection Services	<ol style="list-style-type: none"> 1. Enforce the municipal by-laws; 2. Manage the development and implementation of policies to regulate the transport services within the municipal area of jurisdiction; 3. Evaluate and process learner/driving license applications; 4. Promote road safety; 5. Coordinate street signs, marking and names;
	Disaster Management	<ol style="list-style-type: none"> 1. Plan the municipality's ability and capacity to respond to disasters occurring within the municipal area of jurisdiction; 2. Create and maintain disaster related data and refine it into useful information for the prevention of the recurrence of similar disasters; 3. Perform disaster awareness campaigns in the community;

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
		<ol style="list-style-type: none"> 4. Perform fire fighting services within the municipal area of jurisdiction 5. Ensure adherence to all relevant legislation, codes, standards and guidelines for disaster management 6. Plan coordinate and participate in environmental management activities of the municipality; 7. Coordinate and maintain the disaster management GIS system, including the compilation of risks and vulnerability maps;
	Waste Management	<ol style="list-style-type: none"> 1. Removal, transportation and disposal of refuse (household and business) 2. Management and maintenance of Landfill site 3. Management and maintenance of cleansing services in the GKM area of jurisdiction 4. Development and management of recycling systems and sites 5. Development, management and maintenance of cemetery systems 6. Development and management of systems for Indigent and Pauper burial
Infrastructure, Planning and Development		<ol style="list-style-type: none"> 1. Oversee and manage social infrastructure development backlogs reductions ; 2. Oversee the technical aspects of the infrastructure projects; 3. Manage quality control and specifications of projects; 4. Manage project finance and reporting; 5. Oversee the achievement of the millennium development goals (MDG's)(affordable housing, access to water, access to electricity and/or alternative energy, poverty eradication and job creation); 6. Oversee and manage project deliverables and schedule the implementation thereof; 7. Oversee the design, construction and maintenance of roads, drain and storm water systems; 8. Oversee and monitor local community employment in infrastructure projects; 9. Oversee and monitor the development and participation of women, youth and disabled in the construction industry; 10. Monitoring and implementation of the Expanded Public Works Program in all infrastructure program, 11. Supervise consultants and contractors;

BUSINESS UNIT	KPA	STRATEGIC OBJECTIVES
	Electricity	<ol style="list-style-type: none"> 1. Managing the electricity distribution function and energy services within the jurisdiction of the municipality; 2. Providing public lighting within the jurisdiction of the municipality; 3. Developing the electricity network and the operation of the electricity services within the municipal area of jurisdiction; 4. Evaluating, facilitate and implement renewable energy resources and energy efficient measures throughout the municipality; 5. Maintaining links with key sector role-players like Eskom NERSA, DME and representing the interest of the municipality in relation to bulk supply and regulation of the industry;
	Housing	<ol style="list-style-type: none"> 1. Liaise with the Provincial Department of Housing on matters relating thereto 2. Registration of people on the housing waiting list; 3. Verification if people registered on the waiting list; 4. Attending to public enquiries regarding housing queries; 5. Conducting housing consumer education; liaising with provincial housing department on the verification of housing beneficiaries; 6. Liaising with the provincial housing department to ensure compliance with statutory requirements;

7.11.2 Staffing

The following table indicates the current staff compliment and vacancies as per each department/vote for permanent and contract staff:

Table: 25 : Staff Complement

DEPARTMENT	DIVISION/SECTION	BUDGETED STAFF 09/10	CURRENT STAFF 09/10	VACANCIES
	PERMANENT			
Office of the Municipal Manager	PA to Municipal Manager	1	1	0
	Planning and Development	1	1	0
Corporate Services	Administration	14	11	3
	Human Resources	8	6	2
Finance Services	Financial Services	34	31	3
Infrastructure	Electrical and Civil	127	124	4
Social Development	Community Safety	163	160	3
	Community Services	27	24	3
TOTAL PERMANENT		375	358	18
	CONTRACT (SECTION 57)			
Office of the Municipal Manager	Municipal Manager	1	1	0
Corporate Services	Executive Manager : Corporate Services	1	1	0
Infrastructure	Executive Manager: Infrastructure	1	1	0
Finance Services	Executive Manage: Finance Services	1	1	0
Social Development	Executive Manager: Social Development	1	1	0
	OTHER CONTRACT			
Office of the Municipal Manager	IGR and Communication	1	1	0
	Public Participation	1	1	0
	Planning and Development	2	2	0
	Special Programme	2	2	0
	Local Economic Development	1	1	0
	Executive Support	1	1	0
Corporate Services	Administration	2	2	0
	Human Resources	3	2	1
Infrastructure, Planning and Development	Electricity	2	2	0
	Civil	2	2	0
	Building Inspectorate	1	1	0
Finance Services	Finance Services	5	5	0
Social Development	Community Safety	2	2	0
	Community Services	1	1	0
TOTAL CONTRACT		31	30	1

TOTAL	406	388	19
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7.12 Human Resources Policies

7.12.1 Code of Conduct

Councillors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by the Commissioner of Oaths. These records are kept for internal and external audit purposes.

7.12.2 Human Resources Strategy

As an over-arching framework aligned to its strategic plan and organizational structure the municipality has a Human Resources Strategy.

7.12.3 Workplace Skills Plan: five year & annual

As part of human resources development plan the municipality has developed its five year and annual Work Skills Plan aligned to the strategic plans/IDP of the municipality and addresses scarce skills training/capacity enhancement and responds to capacity challenges faced by the municipality. Amongst, other thing the Skills Development Plan of the municipality is focusing, inter alia, on the following:

- ✓ Employment Profile
- ✓ Employee qualification profile
- ✓ Annual training and skills priorities
- ✓ Beneficiaries to be trained
- ✓ Learner ship, Skills programme and apprenticeship
- ✓ Quality assurance – Service providers to be used for planned training and development activities

7.12.10 Employment Equity Plan

The Employment Equity Plan is in place, and a forum has been established to review the plan annually, to monitor its implementation and consider employment equity matters. A current challenge facing the municipality is the non-representivity of certain race groups within the staff, and its inability to attract these race groups during recruitment processes.

7.12.11 Human Resources Policies adopted

During 2009/2010 human resource policies were given focused attention; an audit of policies was done and gaps identified were addressed, In addition the Discipline and Grievance Policies were workshopped with each department within the municipality as part of awareness of the policies and their procedures.

During the year the following two policies were development, over and above the current policy register:

- ✓ Internship Programme Policy
- ✓ Sexual Harassment Policy

7.12.12 Municipal By-laws

During 2009/2010 a set of by-laws was promulgated. In addition the Rules and Orders was gazette.

7.12.13 Performance Management System

The most significant achievement has been the development of a Performance Management System. Compliment is given to the Department of Local Government and Traditional Affairs (now Department of Cooperative Governance and Traditional Affairs) who provide additional support (expertise) in the development of a Performance Management System.

7.13 District Planning Shared Services (DPSS)

The shared services concept was conceived due to a number of reasons, notably the fact that many smaller rural municipalities have limited planning capacity and high staff turnovers. Thus, the resulting limitations are proposed to be addressed through the establishment of shared services for the development planning function between district municipalities and their constituent local municipalities. The aim is thus to optimize limited resources and thereby enhance the quality of planning and development services provided. For Sisonke District Municipality, the scope of municipal development planning functions included in the DPSS is as follow:

- ❖ Spatial Planning
- ❖ Strategic Planning
- ❖ Development Administration
- ❖ Performance Management
- ❖ Information Management and Systems Development

7.14 Financial Stability & Financial Related Matters

Below is a snap-shot summary of the financial status of the municipality:

- Total capital budget for 2009/10: R62,888,682,
- Total operational budget for 2009/10: R207,594,859
- Total amount of grants received for 2009/10: R68,997,673 (budget)

In terms of Revenue Enhancement: the municipality is almost 90% complete with a Revenue Enhancement Strategy which will be adopted by council before the commencement of the 2010/11 financial year.

In summary the finances of Greater Kokstad Municipality is relatively healthy by comparison with many other municipalities in the sense that grant dependency rate is low. Grants and subsidies only constitute 19.7% of operating revenue. However, key financial trends prevailing the municipality, driven in particular by personnel costs and rising areas, are placing an undue pressure on the municipality's finances. Important services are being squeezed out by expenditure increases elsewhere.

7.14.1 GRAP

In terms of the Status on conversion to GRAP, the GRAP conversion project is in progress and will be finalized in the current financial year. Provincial Treasury is providing in support in a form of a service provider to carry out the conversion exercise. The Financial Management Grant (FMG) funds will be utilized for the GRAP conversion.

7.14.2 Indigent Support

The number of people that are registered as indigent and the total budget that is allocated towards the indigents R3, 229,490 has been provided in the 2009/2010 budget. The indigent register has 2958 indigent households in the current financial year.

7.14.3 Implementation of MPRA

The municipality compiled a new General Valuation Roll in line with MPRA requirements. This new GVR was subsequently implemented from 01 July 2008. A second supplementary valuation roll will be issued towards the end of the third quarter of 2009/2010 Financial year. The Appeals Board to deal with the objections has been established.

7.14.4 Supply Chain Management

Greater Kokstad Municipality Tenders comply with the MFMA regulations. Supply Chain Management Policy is in place and is being implemented in line with National Treasury Regulations on Supply Chain Management. The Bid Committees are operating efficiently and effectively.

7.14.5 Annual Report for 2008/9 Financial Year

The Annual Report for 2008/9 Financial Year was developed and submitted to the Department of Local Government and Traditional Affairs (now Cooperative Governance and Traditional Affairs) as per the legislative requirements. It covers the Annual Financial Statements and Annual Performance Report. The 2009 Financial Statements were prepared in accordance with the IMFO standards.

7.14.6 Auditor-General Report UPDATE

The municipality received an unqualified audit opinion from the Auditor General for 2008/9 financial year (for 2 years running). There were however, a few matters of emphasis which have been incorporated into a detailed implementation plan to address them.

The following table indicates the assessment of the AG, and provides for corrective steps planned to be undertaken by the GKM:

EMPHASIS OF MATTER ITEM	PLAN	DEAD LINE
Going concern	<p>The municipality has adequate resources to continue operations at their current level for the foreseeable future.</p> <p>The Greater Kokstad Municipality has made adequate budget provision for cash inflows during 2009/2010 to continue its operations: and for the following financial year of 2010/2011.</p> <p>In Addition, the municipality is embarking on a programme of Revenue Enhancement as well as implementing Debt Collection Strategies to ensure that all monies due are collected.</p>	30 June 2010
Fruitless and wasteful expenditure	1. The municipality is currently paying all monies due on time so as to avoid interest and penalties being charged on late payments.	30 June 2010
Internal Audit	The municipality will be outsourcing the Internal Audit function in the current financial year as the shared service is not functioning is anticipated.	30 June 2010
Information Systems	The financial management system cannot produce AFS in the IMFO Standard of Report. With the GRAP Conversion in the current financial year, this will be looked at by Management.	30 June 2010

This plan will ensure that all these matters of emphasis are dealt with before the end of 2010 financial year that is as at 30 June 2010. This will be done to ensure that they do not appear in the Audit Report for 30 June 2010.

7.14.7 2009/10 Adjustment Budget

Table below shows that the Adjusted Operating and Capital Budgets for 2009/2010 which have been tabled and adopted by Council in terms of section 16 (2) of the Municipal Finance Management Act 56 of 2003 and Section 26 of the Budget and Reporting Regulations on 25 February 2010 as set out below:

ADJUSTED OPERATING AND CAPITAL BUDGET						
DEPARTMENTS	INCOME			EXPENDITURE		
	ORIGINAL BUDGET 2009/2010	ADJUSTMENT BUDGET 2009/2010	INCREASE/ DECREASE %	ORIGINAL BUDGET 2009/2010	ADJUSTMENT BUDGET 2009/2010	INCREASE/ DECREASE %
Councillor Administration	-	-	0	8,566,639	3,970,089	53.7
Municipal Manager	1,305,360	-	100	13,134,846	9,479,224	27.8
Corporate Services	2,657,490	230,000	91.3	14,737,442	12,228,562	17.0
Budget and Treasury	118,194,813	129,377,859	(9)	40,931,262	52,956,167	(29)
Social Development	-	-	-	2,564,546	2,564,144	0.0
Library	14,132	6,000	57.5	1,431,080	1,261,831	11.8
Cemetery	150,000	200,000	(33)	3,612,819	3,035,723	16.0
Public Amenities	245,000	225,000	8.2	2,757,851	733,093	73.4
Protection Services	4,201,499	4,900,000	(17)	7,497,642	7,002,728	6.6
Fire	750,335	760,000	(1)	4,106,357	3,584,389	12.7
Parks & Recreation	100,000	100,000	0	2,992,018	3,046,903	(2)
Engineering Department	500,000	411,000	17.8	6,466,773	6,346,312	1.9
Estates	375,000	360,000	4	3,385,233	2,362,634	30.2
Roads & Streets Works	50,000	5,000	90	26,813,598	41,274,087	(54)
Workshop	-	-	-	1,361,225	1,307,803	3.9
Cleansing	8,489,130	9,000,000	(6)	7,776,141	6,460,774	16.9
Electricity	59,784,129	62,020,000	(4)	48,681,414	49,980,396	(3)
TOTAL	196,816,888	207,594,859	(5)	196,816,888	207,594,859	(5)

The adjusted operating budget which is inclusive of the R43 888 783 to fund the capital expenditure from Council own revenue.

ADJUSTED CAPITAL BUDGET

	<i>Original</i>	<i>Adjusted</i>
Electrical	3 830 000	5 382 000
Roads and Streets	52 482 550	49 545 385
Housing	11 902 880	1 000 000
Cemetery	3 350 000	2 716 297
Rates and General	<u>15 421 600</u>	<u>4 245 000</u>
TOTAL	<u>86 987 030</u>	<u>62 888 682</u>

7.15 Policies under reviewed

Policies under reviewed are as follows:

- ❖ Debt Collection and Credit Control
- ❖ Rates
- ❖ Indigent
- ❖ Supply Chain Management
- ❖ Asset

7.16 Institutional Arrangement Key Issues needing to be addressed: summarized

The following priority development issues were identified for this section.

7.16.1 Human Resources

- ❖ Lack of employment assistant programme towards municipal staff;
- ❖ High municipal staff turnover;
- ❖ Lack of HIV/Aids programme towards the municipal staff;
- ❖ Non-representivity of certain race groups within the staff, and its inability to attract these race groups during recruitment processes;
- ❖ Lack of staff retention strategy;
- ❖ Difficulties in cascading performance management to permanent staff.
- ❖ Lack of proper staff need analysis

7.16.2 Financial Services

- ❖ Only communities within urban area benefiting from indigent programme.
- ❖ Alternative approaches to obtaining development funds (apart from service charges income and conditional grants) need to be investigated.
- ❖ Future expenditure budgeting needs to be guided by a clear vision of the funding responsibility of the Greater Kokstad Municipality in relation to its allocated functions.
- ❖ Introducing new budget processes and procedures and complying with the supply chain management policy.
- ❖ The government policy of free water and electricity will severely impact on the potential income the municipalities can generate from these services.
- ❖ Although interim tariff policies are in place, these need to be refined to be made fair and equitable to all consumers. Funding for this project phase will come from a Transformation Grant and other grants to be received from the DCGTA.
- ❖ The outstanding debt on rates and services owed to the municipality is still very high. In many cases the penalty interest is almost as high as the capital balance outstanding. Although every effort is being made to engage and encourage communities to pay their arrears, the area is faced with high unemployment.
- ❖ The municipality is currently do not have bridging capital or counter funding, which poses huge limitations on their ability to initiate projects, especially for new housing projects.
- ❖ Municipality is not able to access MTEFS and is not able to plan or budget ahead.

8. Situational Analysis Concluding SWOT Analysis

This section aims at providing a synopsis of the development issues arising from the situational analysis of Greater Kokstad Municipality in the form of a SWOT (Strengths, Weaknesses, Opportunities and Threats). For ease reference, the issues raised have been grouped under the 5 KPA's of the Five Year Local Government Strategic Agenda namely:

- Basic Services Delivery and Infrastructure
- Local Economic Development
- Financial Viability and Financial Management
- Municipal Transformation and Institutional Development
- Good Governance and Community Participation

For this IDP purposed the following strategic has been also considered during the SWOT analysis

- Spatial and Environmental Planning

8.1 Strengths

Basic Services Delivery and Infrastructure

- N2 Development Corridor that links the area to the major economic nodes such as Port Shepstone and Durban and in the KwaZulu-Natal Province and Umtata in the Eastern Cape Province
- An efficient road in the urban areas.
- Magistrate Court
- Community facilities
- Emergency services
- Railway line
- Prison (C-Max)
- Waterborne sewage disposal serves the main areas of high population density

Local Economic Development

- It is relatively close to major hubs (Pietermaritzburg and Port Shepstone) in the province
- Quality of agricultural attributes of soil types, climatic diversity and rainfall
- High concentration of prime agricultural land in the hands of large commercial sugar cane farmers
- Labour forces
- Strategic location of Kokstad town
- Local Economic Development Strategy
- Historical and cultural sites
- Variety of business services available, e.g. from banks, business partners etc.
- Well established infrastructure with good transport network
- Various government sectors in Kokstad town
- Strong Functionally Chamber of Business
- Vacant land for development
- Social cohesion
- Dedicated housing section
- Availability of land for housing project
- C-MAX Prison

Financial Viability and Financial Management

- Finance Services Department in Place
- Experience Chief Financial Officer
- Municipal work within its budget

Municipal Transformation and Institutional Development

- Corporate Services Department is in place
- Human resources Development Strategy is in place
- Experienced, qualified and dedicated municipal staff

Good Governance and Community Participation

- Good turnaround strategy
- Good political/administration relationships.
- Statutory governance structures in place.
- Functional ward committees.
- Good communication and community participation strategy
- Up and running Municipal Website

Spatial and Environmental Planning

- Rugged mountainous terrain
- Contrasting grassland
- Greater Kokstad Municipality is strategically located and accessible to all parts of the district.
- Existence of government extension services.
- Identified development urban areas.

The above Strengths highlight the positive features of the municipality. These features will provide a base on which to identify opportunities

8.2 Weaknesses

Basic Services Delivery and Infrastructure

- Limited growth in the manufacturing industry
- Bulk water supply is a major constraint that affects the municipality.
- 5.3% of the population still does not have access to clean water and obtain water from rivers and streams.
- Lack of upgrading and maintenance of infrastructure and services.

- Rural areas still rely on pit latrine or no toilet system at all.
- The urban areas have proper water borne sanitation systems, but rural areas still rely on pit latrines or no system at all. This places tremendous strain on the environment and
- Lack of comprehensive infrastructure and services plan.
- Lack of electricity to an extent that there are areas that still use paraffin and candle as a source of energy
- Storm water is not properly managed

Local Economic Development

- Insufficient water supply
- Lack of LED institution
- Low level of employment opportunities
- Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered.
- Impediments to SMME development in Greater Kokstad Municipality include low levels of education and productive skills of access to finance, inadequate infrastructure, lack in effective demand and communication.
- Lack of Agricultural Development Plan.
- Limited growth in the manufacturing industry
- Lack of skills
- Industrial development is concentrated in Kokstad Town.

Financial Viability and Financial Management

- Lack of a comprehensive strategy for maximizing the income of the Council.
- The outstanding debt on rates and services owed to the Municipalities is still very high

Municipal Transformation and Institutional Development

- Lack of office space
- Lack of staff accommodation

Good Governance and Community Participation

- Implementation of communication and community participation strategy
- Ward Committees still do not have clear understanding on IDP processes.

Spatial and Environmental Planning

- Illegal occupation of land for informal settlement purposes.
- Mushrooming of informal settlements in flood line areas.
- Deterioration of urban areas
- No integration of environmental, land use and transport management system
- Growth and development is only focusing on primary node (Kokstad town) disadvantaged areas and areas of economic opportunity are neglected.
- Illegal small business operators that conducting business from home without permission are increasing. This has given rise to traffic and safety problems as these areas were not designed for such purposes.

8.3 Opportunities

Basic Services Delivery and Infrastructure

- Existing railway lines/infrastructure.
- Infrastructure, Planning and Development Department in place
- Municipal Infrastructure Grant funding is available for the provision of services

Local Economic Development

- Young energetic human capital
- Tourism attractive
- Strong agricultural base and potential to developing agriculture to new high value product
- Desire for development
- Black Economic Empowerment
- Existence of a strong NGOs and CBOs
- Available of agricultural land

Financial Viability and Financial Management

- Implementation of MPRA
- Less grant dependency

Municipal Transformation and Institutional Development

- Construction of new offices.
- Agglomeration of various government sector department in one locality

Good Governance and Community Participation

- Ward Committees have been established
- Communication and Public Participation in place
- 2007 -2012 Comprehensive Municipal IDP document in place

Spatial and Environmental Planning

- Eco tourism development
- Urban greening
- Corridor development
- Urban expansion

8.4 Threats

Basic Services Delivery and Infrastructure

- The occurrence of cholera and related diseases is as a result of the absence of potable water as well as the lack of sanitation
- Non-payment of services could reduce the willingness of services provider to extend and maintain services.
- Land invasion leading to uncontrolled settlement and impact on natural resources

Local Economic Development

- HIV/Aids which has a direct impact on the ability and the area to grow.
- Lack of Infrastructure and services maintenance
- Skills exodus

Financial Viability and Financial Management

- Poverty and Unemployment rate
- Non- payment of rates

Good Governance and Community Participation

- Low levels of participation by certain stakeholders in the IDP process.

Spatial and Environmental Planning

- Erosion and the degradation of field as a result of poor land management due to overgrazing and incorrect cultivation methods need to be addressed by means of control measures and efforts are needed to increase people's awareness of the advantages of good waste management practices.
- Erosion and Water pollution is a common problem in the area as the people use the rivers for all purposes including washing cars and clothes, animal feed, human consumption and other purposes
- Alien plants

9. Summary of Key Priority/Critical Issues

In summary the key priority/critical issues that need urgent attention are follows:

- Eradication of the backlogs especially on water, sanitation and electricity;
- Dealing ahead with current conditions of roads and stormwater;
- Upgrading the ageing infrastructure and services;
- Address the low to middle income backlogs;
- Creation of economic growth and job opportunities;
- Promote tourism development;
- Deal with HIV/Aids pandemic;
- Urban regeneration strategy;

- Promotion of nodal development;
- Mainstreaming of gender equality into development programme;
- Intensification of social services for children and youth;
- Skills development.

10. Community Needs

What Residents Say They Need

Greater Kokstad communities were asked through IDP Roadshows conducted to all wards to identify community needs for their respective wards. For this exercise to be successful community leaders were asked to involve all community role players. Responses were received from all ward committees and ward councillors as well as from the Kokstad Residents Rates Payers Association and Kokstad Chamber of Commerce. These community needs can be classified as follows:

WARD 1			
Community needs	Problem Statement	Affected Areas	Responsible Dept
1. Sport -complex	Currently, there is a lack of other sport codes such as tennis, basket ball, netball etc, due to non –availability of sportfield to accommodate such sport codes. A need for the development of a multi-purpose sport centre that will accommodate all sporting codes was expressed.	Horseshoe	GKM - Infrastructure Planning and Development
2. Land for Community Gardens	LED projects focusing on job creation and poverty alleviation were the second priority, the municipality was then requested to identify land for community gardens and small scale agricultural development .	Horseshoe	GKM -Municipal Manager's Office
3. Satellite Police Station	The existing police station is Kokstad SAPS situate in Kokstad town and access to this police station is arduous and therefore a need for satellite police station is strongly emphasized.	Entire ward 1	Office of the Municipal Manager / South African Police Services
4. Road and Stormwater	Access road (Mphela) in the area is in a bad condition and it is almost impassable during wet weather. Rehabilitation of this road was identified	Mphela	GKM - Infrastructure Planning and Development

WARD 1			
Community needs	Problem Statement	Affected Areas	Responsible Dept
	as one of priority project in this area. Storm-water drainage is not properly managed in the area. Need for construction of V-Drains to control storm-water in the area.	Horseshoe	GKM - Infrastructure Planning and Development
5. Completion of Sanitation project (Phase 2)	Phase 2 of Sanitation project (converting of VIP toilets to waterborne sewerage) has not been completed. Community requested that Greater Kokstad Municipality assist in facilitating the completion of the project.	Areas in Horseshoe where project was not completed	Sisonke District Municipality
6. Electricity	Some of houses including House No.7418 were left unattended during the electrification of the area. Need for completion of electrification project.	House No. 7418	GKM - Infrastructure Planning and Development
7. Electricity Vendor Station	Community complained that there are travelling long distances for electricity and they have use taxis which take lot of money to which they should have used in buying electricity. Need for installation of close by pre-paid electricity vendor station in the area.	Horseshoe	GKM - Financial Services
8. Crèche	In order to promote an early childhood development a need for additional crèche in Zolani was raised.	Zolani	Provincial Department of Social Development
9. Clinic	Currently there is no clinic servicing this area. Need for a clinic in Horseshoe	Horseshoe	Department of Health
10. Housing	Community from Mphela was never considered for low cost housing development. A need for housing development in this area was identified.	Mphela	GKM - Infrastructure Planning and Development /KZN Department of Human Settlement
11. Refuse removal services	Community indicated that the refuse removal tractor does not reach all the houses in Horseshoe. Need for refuse removal service was identified.	Areas in Horseshoe where refuse is not collected	GKM - Community Services

WARD 2			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Tractor	Kransdraai Community indicated that they need Tractor to assist in	Kransdraai	GKM - Municipal Manager's Office

WARD 2			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
	agricultural production in the area.		
2. Brick Making	Bricks making project was identified as one of the priority projects in the area and a request for Brick Making tools and training were amongst the important needs that were identified.	Kransdraai	GKM - Municipal Manager's Office
3. Poultry	Poultry Project was amongst LED and Food Security projects that is needed in the area	Kransdraai	GKM - Municipal Manager's Office
4. Boreholes	Community of Kransdraai indicated that water in the area is not enough for domestic consumption. Need for provision of boreholes was identified as one of the priority project.	Kransdraai	Sisonke District Municipality
5. Electricity	There is a lack of electricity in Kransdraai. As a result people of this area are reliant on other sources of energy such as paraffin, gas and candle. A need for electricity was identified.	Kransdraai	GKM - Infrastructure, Planning and Development / Eskom
6. Fencing of Cemetery	In order to avoid unnecessary grazing and to maintain a dignity of the area a need for fencing of the existing Grave-yard was identified.	Kransdraai	GKM - Community Services
7. Clinic	The Kransdraai community indicated that they are having difficulties in accessing health services due to the fact they don't have clinic in the vicinity. Therefore a need for clinic or mobile clinic was expressed	Kransdraai	Department of Health
8. Public Transport	Day to day commodities is bought in Kokstad town as there are no commercial activities in the area. Public transport to transport this community is a challenge as the cost paid towards the public transport is extremely high. Other concern was that, the public transport is usually finishes early during a day and they become stranded in town as they don't have transport to go back home.	Kransdraai	Department of Transport/Taxi's Association

WARD 2			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Clinic/Mobile	The Swartberg community indicated	Swartberg	Department of

WARD 2			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
clinic	that they are having difficulties in accessing health services due to the fact they don't have clinic in the vicinity. Therefore a need for clinic or mobile clinic was expressed.		Health
2. Provision of school transport	Swartberg community indicated that there is a lack of reliable transport to transport school children that are attending school in Franklin. Municipality has then been tasked to assist in arranging for transport to transport children.	Swartberg	Department of Transport
3. School	Need for school that will accommodate everybody in the ward.	Swartberg	Department of Education

WARD 2			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Plots for community gardens	A need to subdivide plots for community gardens was identified.	Franklin	GKM - Municipal Manager's Office
2. Road	Road in Franklin is in a bad condition. A need for road rehabilitation was identified.	Franklin	GKM - Infrastructure Planning and Development/ Department of Transport
3. Housing	A need for housing still exists in Franklin.	Franklin	GKM - Infrastructure Planning and Development/KZN Human Settlement

WARD 3			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Waste Recycling	Based on the current challenge that the majority of population in Kokstad is not employed, the community viewed the waste recycling as the sector that can provide employment and alleviate poverty. A need to explore a notion of waste recycling was raised. It was further suggested that the private sector be invited to form a partnership with the municipality in the project.	Kokstad town	GKM - Municipal Manager's Office

WARD 3			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
2. Empowering of emerging contractors	Concern was raised that the local contractors are not empowered as result most of construction work in the municipality is done by the outside contractors. Need to empower the emerging contractors was identified	Ward 3	GKM - Municipal Manager's Office
3. Additional Rubbish Bins	In order to improve the quality of the environment the community requested additional rubbish bins and they need to be placed on the designated areas where there are visible.	Kokstad town	GKM - Community Services
	In order reduce littering in Kokstad town, the community identified a need for public environmental awareness programme.	Kokstad town	GKM - Community Services
4. Road	Groom and Hawthorn Streets are major roads providing access to Pick and Pay shopping centre. A need for rehabilitation of these streets was identified.	Kokstad town – Groom and Hawthorn streets	GKM - Infrastructure Planning and Development
	Need for maintenance of V3 Road	V3 Road	GKM - Infrastructure Planning and Development
5. Sidewalks/Pedestrian way	Community indicated that there is no arrangement made to ensure that the pedestrians from Franklin to Shayamoya are safe and therefore a need for sidewalks from Franklin to Shayamoya was identified.	Franklin to Shayamoya	GKM - Infrastructure Planning and Development
	To reduce the number accident in the roads a need for pedestrian safety awareness programme was identified.	Kokstad town	GKM - Community Services
	Need for the construction of pedestrian way from Murray street to Kokstad Primary school.	Murray Street	GKM - Infrastructure Planning and Development
6. Housing	There are people within the ward who are still homelessness –a need for sustainable and integrated low to middle income housing was identified.	Ward 3	GKM - Infrastructure Planning and Development
7. Tourism	The economy of Kokstad has potential	Kokstad town	GKM - Municipal

WARD 3			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
	to grow significantly when focusing on tourism. Therefore need to develop and promote tourism was identified.		Manager's Office
	Need for capacity building and training programme on this sector.	Kokstad town	GKM - Municipal Manager's Office
8. Art and Culture	Art and culture has not been explored. The municipality need to support art and culture that is taking place locally.	Kokstad town	GKM - Municipal Manager's Office
9. Public Access Road	State of road in Dumisani Makhaye Place has been a subject of many complaints from the residents. It has only graveled surfacing and is urgently need of grading and drainage especially the access side of the Road.	Dumisani Makhaye Place	GKM – Infrastructure, Planning and Development
10. Streetlights	There is a need for streetlights	Dumisani Makhaye Place	GKM – Infrastructure, Planning and Development

WARD 4			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Community Hall	Extension 7 has no community hall and therefore a need was raised for the construction of community hall .	Extension 7	GKM - Municipal Manager's Office and Infrastructure Planning and Development
2. Sport-field	Extension 7 has no sport-field or playground and therefore a need was raised for identification of land that suitable for sport-field and construction thereafter .	Extension 7	GKM - Municipal Manager's Office and Infrastructure Planning and Development
3. Road	Main road in Extension 7 is in a bad condition, requiring a range of maintenance action such as black-topping and proper stormwater management. The rehabilitation of road was then identified as one of the priority projects in this area.	Main Road in Extension 7	GKM - Infrastructure Planning and Development
4. Sidewalks/Pedestrian way	Community indicated that there is no arrangement made to ensure that the pedestrians from Extension 7 to town are safe. A need for the construction of	Part of R617 and Mount Currie Road	GKM - Infrastructure Planning and Development

	sidewalks was expressed.		
5. Land Tenure	Properties within erf 2791 are currently fall under sectional title (body corporate). A need to convert land tenure from Sectional title to freehold title was expressed.	Erf 2791 – Extension 7	GKM - Municipal Manager's Office
6. Streetlights	Community requested that street lights need to installed in the interest of community security and safety.	Extension 7	GKM – Infrastructure, Planning and Development

WARD 5			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Housing	Most of low cost houses in Bhongweni are incomplete. Need to facilitate with the Department of Housing the completion of those uncompleted houses was expressed.	Bhongweni	GKM - Infrastructure Planning and Development
2. Youth Centre	Need for the development of youth centre to ensure capacity building and training programme for youth.	Bhongweni	GKM - Municipal Manager's Office
3. Roads	Need for the construction of speed humps .	Bhongweni	GKM – Social Development
4. Sport Facilities	Need for the construction of indoor facilities that will cater for tennis, indoor soccer, etc.	Bhongweni	GKM - Infrastructure Planning and Development
5. Appointment of Sport Officer	Sport Officer to assist in sport related activities need to be appointed.	Municipality	GKM – Municipal Manager's Office and Corporate Services
6. Leveling of Stadium	Stadium need to be properly leveled.	Bhongweni	GKM - Infrastructure Planning and Development
7. Clinic	Land for clinic was identified and allocated to De partment of Health but the clinic has never been constructed.	Entire ward	Department of Health

8. Refuse removal service	Community indicated that the refuse removal tractor does not reach all the houses in Bhongweni. Need for refuse removal service was identified	Some areas in Bhongweni –	GKM - Community Services
9. Brick Making and Training	Bricks making project was identified as one of the priority projects in the area and a request for Brick Making tools and training were amongst the important needs that were raised	Bhongweni	GKM - Municipal Manager's Office

WARD 6			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Upgrading of Riverview Stadium	Riverview Stadium is due for upgrading and as a result a need for upgrading the stadium was expressed.	Riverview	GKM - Infrastructure Planning and Development
2. Multi-purpose sport centre	Currently, other sport codes such as tennis, basket ball, netball etc are not accessible to the community; therefore a need for a multi-purpose sport centre to accommodate the aforesaid sporting codes such as was expressed	Shayamoya	GKM - Infrastructure Planning and Development
3. Appointment of Sport Officer	Sport Officer to assist in sport related activities need to be appointed.	Municipality	GKM - Municipal Manager's Office and Corporate Services
4. Streetlights	Need for the installation of street lights.	Shayamoya	GKM - Infrastructure Planning and Development

WARD 6			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
5. Satellite Police Station	The existing police station is Kokstad SAPS situate in Kokstad town and access to this police station is arduous and therefore a need for satellite police station is strongly emphasized.	To serve entire Ward	South African Police Services
6. Clinic	Need for the construction of a clinic within the area	To serve entire Ward	Department of Health
7. Land for Business	Business site need to be identified and developed thereafter.	Shayamoya	GKM - Municipal Manager's Office
8. Land for Community Gardens	Land for community gardens need to be identified and allocated.	Shayamoya	GKM - Municipal Manager's Office
9. Sewing	Sewing group need to be assisted by the municipality	Shayamoya	GKM - Municipal Manager's Office
10. Sidewalks	Most of streets in Shayamoya are not cater for pedestrians, therefore there is a need for the construction of sidewalks	Shayamoya Streets	GKM - Infrastructure Planning and Development
11. Sewerage	Sewer problem in Shayamoya has never been attended to by the Sisonke District Municipality for years. The municipality needs to facilitate with the District the upgrading of the aforesaid sewer system.	Shayamoya	Sisonke District Municipality
12. Relocation of waste disposal site	Need to relocate the existing dumping site in Shayamoya.	Shayamoya	GKM - Community Services
13. Housing	Population growth in Shayamoya warrants the additional houses. Community of Shayamoya requested the municipality to identify land for additional low cost housing development.	Shayamoya	KZN Human Settlement
14. Insanity	Community expressed a concern about an increasing number of insane people in the area as well as in the town of Kokstad. A need to address the	Shayamoya Kokstad Town	Department of Health and Department of Social

WARD 6			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
	insanity in these areas was identified.		Development
15. Upgrading of Water Sisulu Drive	Road need upgrading	Shayamoya	GKM- Infrastructure, Planning and Development
16. Extension of sidewalk along Joe Slovo Road	Road is too narrow	Shayamoya	GKM- Infrastructure, Planning and Development

WARD 6 Pakkies Area			
Community Needs	Problem Statement	Affected Areas	Responsible Dept
1. Request for Tractor	Pakkies Community indicated that they need Tractor to assist in agricultural production in the area.	Pakkies	GKM - Municipal Manager's Office
2. One Home one garden	One home one garden programme was well accepted by the community and need to be assisted with seeds was identified.	Pakkies	GKM - Municipal Manager's Office
3. Motor-gate	This need was raised in 2009/10 financial year and according to Infrastructure Planning and Development they are waiting consent from the Department of Transport as the area in question falls with their jurisdiction. Need for motor-gate was identified again.	Pakkies	GKM - Infrastructure Planning and Development
4. Clinic/Mobile	The Pakkies community indicated that they are having difficulties in accessing health services due to the fact they don't have clinic in the vicinity. Therefore a need for clinic or mobile clinic was expressed	Pakkies	Department of Health
5. Community Hall	Currently a community hall that community is using is privately owned and that prevent the municipality to renovate it. The negotiations of transferring this community hall to the municipality are in process. Once it has been transferred the municipality will then be a position to renovate the aforesaid community hall.	Pakkies	GKM - Infrastructure Planning and Development

11. Priority Needs

On 11 March 2010 the municipality held prioritization session with the ward committee members and the needs were prioritized as follows:

Ward 1

- (1) Road and Stormwater Drainage
- (2) Satellite Police Station
- (3) Land for Community Gardens
- (4) Sport Complex
- (5) Clinic
- (6) Provision of Housing in Zolani

Ward 2 Kransdraai

- (1) Electricity
- (2) Tractor
- (3) Poultry and Brick making project
- (4) Fencing of Cemetery

Ward 2 Swartberg

- (1) Community need land for farming
- (2) Clinic/Mobile Clinic

Ward 2 Franklin

- (1) Land for farming
- (2) Housing

Ward 4

- (1) Fencing of Dam
- (2) Sidewalks
- (3) Streetlights
- (4)** Road

Ward 5

- (1) Clinic
- (2) Speed humps (Long Homes)
- (3) Housing
- (4) Sport Facilities
- (5) Land for Community gardens

Ward 6 Shayamoya

- (1) Library
- (2) Project for old age
- (3) Streetlights
- (4) Housing
- (5) Satellite Police Station

Ward 6 Pakkies

- (1) Upgrading of Thuthukani Hall
- (2) Signage - directions

It should be noted that Ward 3 priority needs are not included. This is because there were no representatives from Ward 3 attended the needs prioritization session due to some challenges explained in the session. However, the municipality will convene a special session with Ward 3 Committee Members. It is hoped that the final IDP will include priority needs of Ward 3.

C. DEVELOPMENT VISION, STRATEGIES AND PROGRAMMES

1. Planning Alignment

1.1 United Nations UN Millennium Development Goals (MDGs)

In the year 2000, 189 Heads of State and government from the North and South, as representatives of the citizens, signed onto the Millennium Declaration at the 2000 UN Millennium Summit. At the summit there was a renewed sense of urgency to free our fellow men, women and children from the abject and dehumanizing conditions of extreme poverty, to which billion of them are subjected. *Source: IDP Skills Programme Learner Guide, DPLG, 2000.* World leaders from rich to poor countries alike committed themselves at highest political – to a set of eight time bound targets that, when achieved, will end extreme poverty world wide by 2015. The link between these goals and the strategic programmes, as contained in the municipal development strategies, are shown hereunder:

Table 20: Millennium Development Goals & Greater Kokstad Programmes

Millennium Development Goals		Greater Kokstad Programmes
1.	Eradication of extreme poverty and hunger.	Development of Special Vehicle Purpose (KEDA) seek to address alleviate poverty and hunger with the municipality.
2.	Achieve universal primary education.	Ensuring education and training
3.	Promote gender equality and empower women.	GKM has taken a principal position in hosting women in business conference and this will be done annually. This ensures women empowerment and access to economic opportunities.
4.	Reduce child mortality.	Support the Department of Health in ensuring that all the strategies that seek to reduce child mortality.
5.	Improve material health.	
6.	Combat HIV/Aids, malaria and other diseases	The critical issues that this IDP is addressing are, to deal with HIV/Aids pandemic,
7.	Ensure environmental sustainability	Environmental Management, Potable Water, Waste Management, sustainable human settlement
8.	Develop a global partnership for development	Ensuring local economic, industrial and manufacturing and agricultural development

1.2 National Spatial Development Perspective (NSDP)

The premise of NSDP is that the economic development and growth occurs in geographical space. It is for that reason that as a country we are bound to accelerate growth and reduce unemployment and poverty. According to the NSDP, developing a coherent understanding of regional economy development and territorial patterns of economic development, social exclusion and resources use is paramount importance in achieving our objectives.

The NSDP argues that understanding of infrastructure investment and development spending decisions on the basis of an area's unique potential is likely to produce far more desirable and sustainable outcomes in terms of addressing poverty and improving growth. To operationalize this, the NSDP put forwards normative principle namely:

- Economic growth is a pre-requisite for the achievement of other policy objectives, key amongst which would be poverty alleviation:
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and education facilities), should therefore be focused on localities of economic growth and/or potential in order to gear in private sector investment, stimulate sustainable economic activities and/or create long term employment opportunities:
- Effort to address past and current inequalities should focus on people not on places. In localities where there are both high levels of poverty and development potential, this could be a fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers human resources development and labour market intelligence which would enable people to become more mobile and emigrate, if they chose to, to localities that are more likely to provide sustainable employment or other economic opportunities; and
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that adjacent to or link the main growth centres. Infrastructures investment and development spending should primary support localities that will become major growth nodes in South Africa and the Southern African Development Cooperation (SADC) region to regional gateways to the global economy.

Application

- Beyond the legislative requirement of providing basic services, the municipality needs to focus on empowering of its citizens with skills development, labour market so that they could make more informed decisions about the current labour migration that is taking place in GKM. The municipality must be able to the uptake of social security grants, especially given the fact that there is high rate of unemployment and the number of children in the area. Human development programme in general (especially improvement on literacy, school enrolment and HIV/Aids) should feature strong on the development agenda of the municipality as people are the greatest resource that the municipality has.
- The municipal development corridors and nodes need to be strengthening by encouraging economic development on these areas. This will ensure that strategic use of scarce budget resources and effective delivery.

1.3 Accelerated and Shared Growth of South Africa (ASGISA)

ASGISA is a government economic programme that is aimed at identifying practical proposals that will enable the country to:

- Identify common binding constraints for economic growth;
- Create one million jobs in the next five years;
- Grow the economy by 6% by 2014;
- Create linkages between the first and second economy; and
- Reduce poverty.

ASGISA is, therefore, not a new economy policy but an initiative that puts more emphasis on certain initiatives that will sustain higher and shared growth in South Africa. It therefore builds on previous as well as on-going initiatives of government clusters, especially the social and economic clusters. ASGISA gives more practical meaning to creating linkages between the First and Second Economies through identifying the following key interventions:

- Infrastructure programme,
- Sector investment strategies e.g. bio-fuels, clothing, and textiles, etc.:
- Education and skills, e.g. ABET, FET Colleges, national skill development, etc,

- Second economy and SMME interventions, e.g. mystification of expanded public works programme (EPWP);
- Macroeconomic issues, e.g. managing the volatility of the rand;
- Public administration issues related to the capacity of the state apparatus to deliver services.

Application

- At least 60% of municipal budget will go towards infrastructure development programme, e.g., municipal access roads and stormwater drainage systems and electrification.
- The municipality will establish a Special Purpose Vehicle which will be a Development Agency: a Section 21 Company which will be established by the municipality to fulfill economic development functions and implement its strategy. The Agency will address the current institutional, coordination and lack of focus challenges the municipality faces: in addition the agency will be able to focus on macro interventions, secure funds, investors and partners for economic development in a more effective and efficient manner than the municipality.. This should also form part of the municipality's broad attempt to support broad-based black economic empowerment in the area. In the same vein, provision of municipal services should be more labour intensive in order to address the goals of mystifying expanded public works programme.
- In terms of aligning ASGISA's skill development programme, it is important to note that the level of illiteracy is very high in Greater Kokstad Municipality. Therefore, ABET programme have to be intensified to improve human development status of the area as well as to support current economic development programme.

1.4 Expanded Public Works Programme (EPWP)

This is the programme aimed at initiating labour-intensive programmes so that more employment opportunities could be generated largely targeting women, youth and disabled people. In attempt to mystifying expanded public works programme, Greater Kokstad Municipality has taken principal position in that, most of its infrastructure projects will be labour-intensive.

1.5 Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS) of KwaZulu-Natal put forward the following priorities by the Province:

- Strengthen governance and services delivery;
- Integrated investment in community infrastructure
- Sustainable economic development and job creation;
- Develop human capability;
- Develop a comprehensive provincial response to HIV/AIDS; and
- Fighting poverty and protection of vulnerable groups in society.
- Improve and expand services delivery, housing, programmes, education and health programmes for better life.

Application

KZN PGDS INTERVENTION	GREATER KOKSTAD MUNICIPALITY'S INTEVENTION TO KZN PGDS
1. Strengthening and building of government to facilitate sustainable development, popular participation in decision making, implement performance-driven transformation and cooperative governance.	GKM vision is based on sustainable development and has a number of interventions in place to ensure that there is sufficient skilled personnel in the municipality and that key position are filled.
2. Improve and expand services delivery, housing, programmes, education and health programmes for better life.	GKM has started rolling-out the Free Basic Services to indigent households The comprehensive Infrastructure and services has been developed. To implement housing programme effectively GKM has developed a Housing Sector Plan.
3. Implement economic programme to raise investments, increase exports and capitalise on provincial resources, strengths and synergies.	One of the GKM IDP strategies is to promote the purchasing of local product and services; this will enable the raise investment within the municipality.
4. Create programmes to increase employment opportunities, access to finance, human capacity and skills development and address the challenges of the second economy.	This will be addressed by the municipal Special Vehicle Purpose once it has developed.
5.Reduce poverty and increase vulnerable groups access to social security nets and services	GKM has putted aside a budget of R1, million for poverty alleviation programme.
6. Comprehensive address the spread of HIV/Aids pandemic and the associated economics and	GKM is in a process of establishing HIV/Aids Council.

KZN PGDS INTERVENTION	GREATER KOKSTAD MUNICIPALITY'S INTEVENTION TO KZN PGDS
social impact	GKM has donated land to the number NGO's and the structures to accommodate orphanage have been build
7. To manage, preserve and enhance the natural environmental and comprehensively address an environmental management system for sustainable development	<p>GKM has developed itself a Land Use Management System that will used to control and manage the development within the municipality.</p> <p>The municipality will seek funding from the Department of Agriculture and Environmental Affairs for the development of Environmental Management Plan</p>

1.6 Provincial Spatial Economic Development Strategy (PSEDS)

The Province of KwaZulu-Natal has adopted a new economic development strategy which is largely informed by the principle of NSDP. Guided by the potential and need approach to economic development and growth, the PSEDS adopts the following principles:

This has led to the identification of numerous activity corridors in the province with Port Shepstone- Umtata in the Eastern Cape Corridor (N2) being the most important and relevant corridor for Sisonke District Municipality.

N2 is important for Greater Kokstad Municipality because it links the area to the major economic hubs such as Port Shepstone and Durban and in the KwaZulu-Natal Province and Umtata in the Eastern Cape Province. The other important corridors for the municipality are R617 that link the municipality with Underberg and further to Pietermaritzburg and R56 that link the municipality with Matatiela. These corridors provide high linkages with surrounding municipalities and economic nodes. The identification of this corridor means that the municipality should also direct its investment expenditure towards this corridor in order to align and integrate development efforts but also to maximize the development effects.

1.7 Ten Priorities: State of the National Address

Ten Priorities as articulated in broad terms in the President's State of the Nation Address on 03 June 2009. The link between these priorities and the strategic programme, as contained in the municipal development strategies, are shown hereunder:

Table 21: Ten Priorities & Greater Kokstad Programmes

Ten Priorities		Greater Kokstad Programmes
1.	Ensuring more inclusive economic growth, decent work and sustainable livelihood	The municipality is in a process of establishing a Local Economic Development Agency which will be known as Kokstad Economic Agency (KEDA).
2.	Economic and social infrastructure	The municipality will establish a high quality environment with associated required physical and infrastructure.
3.	Rural development, food security and land reform	The municipality is committed to work with DRDLF in ensuring that Land Reform contributes to economic development and poverty alleviation, particularly in rural areas.
4.	Access to quality education	Educational support in a form of bursaries is being provided to citizens of Kokstad.
5.	Improved healthcare	The municipality has taken a principal position that it will continue encourage and promote social development programme.
6.	Fight crime and corruption	The municipality has established Peace Officers. The municipality will develop an anti-fraud and corruption policy.
7.	Cohesive and sustainable	Most of municipal programme aim to promote social cohesion.
8.	Creation of better Africa and a better world	Programme of the municipality contributes to the national and provincial programme and priorities.
9.	Sustainable resources management and use	Spatial and Environmental Planning Strategy aim to achieve a sustainable use of resources whereby citizens of GKM able to access and use resources to meet their needs without compromising the resource base of the municipality.
10.	A developmental state including improvement Public services	One of the IDP Strategy objectives of GKM is to develop a strong institution to support consultative and participatory local government.

2. Key Performance Areas Of The Five Year Local Government Strategic Agenda

The 5 year Local Government Strategic Agenda, as adopted by Cabinet in January 2006, is used as the basis for determining a number of key performance areas for all municipalities. These set out the mandate to be achieved by all municipalities and as such represent an important guiding

principle for municipal organizational design. The national key performance areas are the following:

2.1 Basic Service Delivery

It covers aspects such as basic water, sanitation, electricity, refuse and roads. It includes social infrastructure, e.g. housing, health, education, welfare and cemeteries. It also relates to the following:

- ❖ Sound and updated statistical based service delivery plan
- ❖ MDG.s/Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, Transportation)
- ❖ FBS and Indigent Register
- ❖ O&M
- ❖ Capacity to implement Integrated Capital Infrastructure Plan

2.2 Local Economic Development

Economic Development and Poverty Alleviation Strategies and awareness programmes. In addition to social infrastructure, social programmes also form part of this KPA, e.g. HIV/AIDS, Health, Education etc., comprise economic generation objectives and projects. Elements of poverty alleviation could also be grouped under this area. It also relates to the following:

- ❖ ASGISA and second economy investment
- ❖ Skills development
- ❖ LED institutional capacity

2.3 Good Governance and Public Participation

Measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates/is consulted/is empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- ❖ Functional ward committees and other committees
- ❖ Inter-governmental Relation
- ❖ Sector engagements
- ❖ Community informed IDP
- ❖ Annual Performance Report submitted

2.4 Institutional Development and Transformation

It deals with issues such the structuring of administration to meet the needs of the IDP and the way it account to the general public. It also relates to the following:

- ❖ Performing of powers and functions
- ❖ Organogram and vacancy rates
- ❖ Capacity assessment to implement IDP
- ❖ Organizational PMS
- ❖ Various municipal by-laws and policies

2.5 Financial Viability and Management

Comprise the policies and processes relating to revenue generation, debt and credit management as well as assets, liability control and auditing. It deals with aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on the municipal affairs. As part of this KPA, the municipality should comply with the budgetary provisions and aspects as outlined in the MFMA. It also relates to the following:

- ❖ Service Delivery Budget Implementation Plan
- ❖ Revenue management and billing system
- ❖ Expenditure Reports
- ❖ Debt Recovery Plan
- ❖ Budget and IDP link

Provincially a 6th Key Performance Area has been added, as all of the above KPAs have a spatial implication:

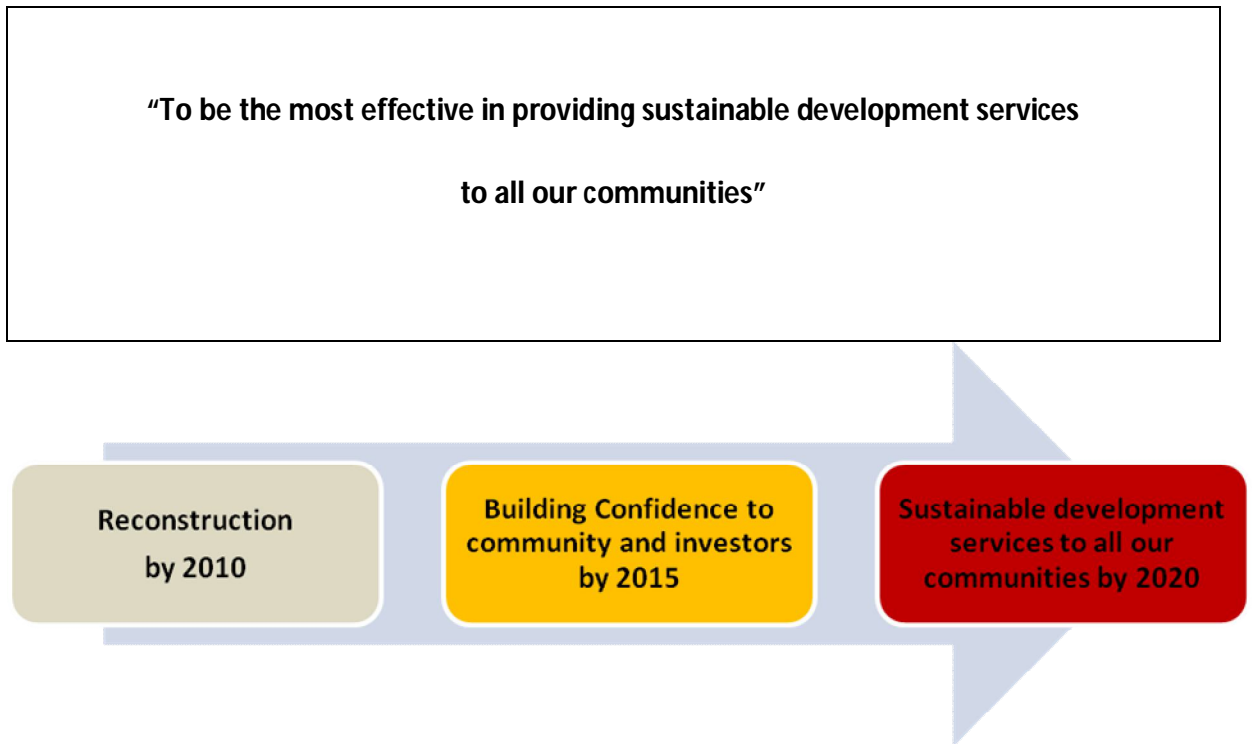
2.6 Spatial and Environmental Planning

This KPA relates to the following:

- ❖ Spatial Planning and environmental management
- ❖ Land Use Management System
- ❖ Alignment with NSDP and PGDS profile

3. Municipal Vision

By 2020 Greater Kokstad Municipality aims:



The formulation of Greater Kokstad Municipal Vision is based on the objective of the Local Government as enshrined on the Constitution of the Republic of South Africa, Act 108 of 1986: Section 152 which prescribes the following as the principal mandates of the Local Government.

- *To promote democratic and local government ;*
- *To ensure the provision of services to communities in an sustainable manner;*
- *To promote social and economic development;*
- *To promote a safe and healthy environment; and,*
- *To encourage the involvement of communities and community organizations in the matter of local government.*

The mission statement of Greater Kokstad Municipality is:

Working together to render community driven, economically viable and sustainable services

The values of Greater Kokstad Municipality are as follows:

- ✓ **Accountability;**
- ✓ **Transparency; honesty and integrity;**
- ✓ **Accessibility;**
- ✓ **Fairness;**
- ✓ **Dignity and Respect;**
- ✓ **Professionalism;**
- ✓ **Co-operation and Trust**

1.1 New Way Of Doing Business

In order to achieve its vision and development goals, the municipality has adopted a new fundamentally way of doing business in local government which will adapt a sustainable and integrated development approach. This implies that:

- ❖ Establish a sustainable local economic development opportunities. This implies introduction of diversified sustainable economic development through the prioritization of lead economic development project such as tourism, commercial and industrial development opportunities.

- ❖ Establish a high quality environment with associated required physical infrastructure. This implies the delivering of basic services to the entire municipality at appropriate and affordable levels. It further encourages the physical ordering of the municipality through the establishment of an integrated spatial framework directly guiding and influence physical development.
- ❖ Develop an effective institutional management structure for the municipality by encouraging community involvement and providing capacity of the community in ensuring sufficient capacity to guide and influence future development.
- ❖ The protection and management of the natural environment should take place in accordance with international standards and practices to ensure that long term sustainability of the communities, tourism and manufacturing practices.
- ❖ Mainstream of gender equality into development programme and intensification of social services for children and youth and skills development.
- ❖ On the growth and the development of the economy, the building of sustainable communities and the management of the environment must be supported by national, provincial and local policies and programmes. The Council will engage with national, provincial and local government to ensure that the alignment of functions takes place.

1.2 Greater Kokstad Development Strategy

- ❖ Strategy One : Basic Services Delivery and Infrastructure
- ❖ Strategy Two : Local Economic Development
- ❖ Strategy Three : Municipal Transformation & Institutional Development
- ❖ Strategy Four : Good Governance and Community participation
- ❖ Strategy Five : Financial Viability and Financial Management
- ❖ Strategy Six : Spatial and Environmental Planning

The Council has set itself some stretching targets within framework of this IDP and beyond. These are summarized in the table below:

1.2.1 Strategy One: Basic Services Deliver and Infrastructure					
National KPA	Issues for Consideration	Strategic Objective	IDP Ref No.	Development Strategies to achieve municipal vision	Desired Outcome
Basic Service Delivery	Address backlog in basic services. Management and maintenance of the existing infrastructure.	To ensure provision of basic services to communities in a sustainable manner.	01.	Sustainable integrated human settlement development: ensure the provision for associated services such as water, electricity, road access, storm-water control, sanitation, social facility access in an integrated manner.	Fully services, well maintain quality living environments over the next five years.
		To reduce infrastructure services backlogs.	02.	Address services backlogs: A significant amount of verification is needed to determine accurate backlog for infrastructural services and put together a coordinated plan for eradicating these backlogs.	
		To ensure proper management and maintenance of the existing infrastructure.	03.	Review integrated Transport Plan ITP. ITP need to be reviewed in order to be updated with the actual travel patterns of households with the municipal area.	
			04.	Operational and Maintenance Plan: This plan is needed in order to ensure proper management of existing infrastructure and to guide the allocation of budget.	
			05.	Energy Master Plan: Plan that will guide the electrification projects in the municipality by identifying priority areas	

			06.	and suggest effective alternative energy.	
			07.	Waste Management Plan: Ensure preparation of integrated waste management plan.	
				Cemetery: Development of new cemetery site and preparation of Cemetery development Plan.	
1.2.2 Local Economic Development					
National KPA	Issues for Consideration	Strategic Objective	IDP Ref No.	Development Strategies to achieve municipal vision	Desired Outcome
Local Economic Development	High unemployment rate that is facing the municipality. Level of poverty within the municipality.	To establish economic growth and development in all economic sectors with a particular focus on agriculture, tourism and manufacturing and industry. To identify and develop LED opportunities based on the functions of the Municipality.	01. 02. 03.	Special Purpose Vehicle: a Section 21 Company which will be established by the municipality to fulfill economic development functions and implement its strategy. Stimulate key sector that promote economic growth and create jobs through providing support for prioritized sectors. Support and grow tourism: Tourism need to be given priority in order to create sustainable economic opportunities for wider section of society and in so doing to the tourism interest in cultural and social history.	Reduction in the unemployment level from the current 34% to 17% by 2015 Reduction of poverty levels by 50% by 2015

			04.	Urban Regeneration Strategy: Kokstad CBD, in common with most South African CBDs, is experiencing a gradual but constant process of physical and economic deterioration and decline.	
			05	Poverty Alleviation Strategy: There is a need to focus on improved health and welfare services with a direct linkage to poverty alleviation in terms of empowering the individual to re-introduce into the economy in a sustainable manner.	
			06.	Promote and stimulate SMMEs: SMMEs are special targeted and their need identified in order to provide appropriate support.	
Local Economic Development (Social)	<p>No. of community facilities need to upgraded.</p> <p>High rate of HIV/Aids.</p> <p>Many of vulnerable group are prevented from participating fully in society.</p> <p>Disaster: Community is continuing affected by its impact and after-affects</p>	<p>To improve the quality of life of the people of GKM through providing them with sustainable community facilities.</p> <p>To coordinate the provision of quality health care services and Education.</p> <p>To promote and create a safe, healthy and secure environment.</p>	07.	Upgrading of community facilities: the community Halls at Pakkies, Franklin, Ntuthulwane, Town and Kransdraai and Sport field at Riverview need urgent upgrading.	<p>substantially improve the social well being of the people of the municipality</p> <p>All citizens of GKM living in a safe environment by 2015.</p>
			08.	HIV/Aids: Ensuring that communities have access to affordable health care. Continue conduct HIV/Aids awareness campaign.	
			09.	Marginalized group of people: Development and adoption of policy on vulnerable groups to cover with disabilities such as children including	

	<p>The Municipality needs to develop sport facilities that accommodate all sporting codes.</p> <p>The Municipality needs to consider developing multi-purpose centres instead of developing a single unit of a community hall.</p> <p>There is a need for project collaboration between the district and local municipality regarding the construction of sport fields.</p> <p>Department of Sport and Recreation has to align with local government on a number of issues.</p>		<p>10. elderly, homeless, vulnerable patients, youth and gender.</p> <p>Safe from disasters: Training municipal officials in effective disaster response is critical to ensure that they are able to respond quickly and effectively to disaster.</p> <p>11. Safe from crime: Promote community policing forum. Increase number of Peace Officers.</p> <p>12. Sport, recreation, art and heritage activities: Developing and supporting all sport codes in the municipality.</p> <p>13. Education: Ensure that all citizens access quality education. Support learners in mathematics and science.n</p> <p>14. Zibambebe Programme: The programme is targeted at women at headed households considered by the community and the ward councilor to be the most destitute.</p>	
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1.2.3 Municipal Transformation & Institutional Development

1.2.3 Municipal Transformation & Institutional Development					
Municipal Transformation & Institutional Development	Skills gap within the municipality.	To improve skills capacity for the municipality to render effective services	01.	Develop human capital: address skills gap.	Municipal Staff that understand the local government environment, their role in improving the quality of life of GKM citizens and who are sufficiently skilled. Healthy and productive employees. Efficient and effective and accountable administration.
	High skilled staff turnover.		02.	Scarce Skills: Develop a retention strategy.	
	Non-representivity of certain race groups within the staff, and its inability to attract these race groups during recruitment processes.		03.	Reduce HIV/Aids: infections in the workplace: Encourage voluntary counseling and testing and establish support group.	
			04	Non-representivity of certain race groups within the staff, and its inability to attract these race groups during recruitment processes: Review a strategy to attract other race group during recruitment process.	
			05.	Review, develop and implement: All outdated policies need to be reviewed and new policies put in place where there are none.	
			06.	Information Communication Technology: Need to maximize ICT capabilities in fulfilling services delivering requirements.	
			07.	Geographic Information System: Develop a strategy to promote the use of GIS as decision making tool.	

1.2.4 Good Governance and Community participation					
Good Governance and Public Participation	<p>Public representative and councilors in particular need to be more accountable to communities.</p> <p>Inter-governmental structures within Sisonke District are not effective.</p> <p>Challenge to improve ward committees understanding the IDP processes, municipal systems and policies still exist.</p>	To develop a strong institution to support consultative and participatory local government	<p>01.</p> <p>02.</p> <p>03.</p> <p>04.</p> <p>05.</p> <p>06.</p>	<p>Integrated Development Planning: Ensure the preparation of five year IDP.</p> <p>Performance Management System: Mobilize to make the organization more effective and accountable</p> <p>Inter-Governmental Relations: Need to find creative and innovative ways of mobilizing the community, stakeholders and organs of civil society to become development partners with government in matters of governance and service delivery.</p> <p>Ward Committees: Provide training support to ensure that ward committees understand the IDP processes, municipal systems and policies.</p> <p>Support Community based structure: Creation of mechanism, processes, and procedures for citizen participation.</p> <p>Communication: Review communication strategy</p>	All citizens of GKM embracing and practicing the concepts of good governance.

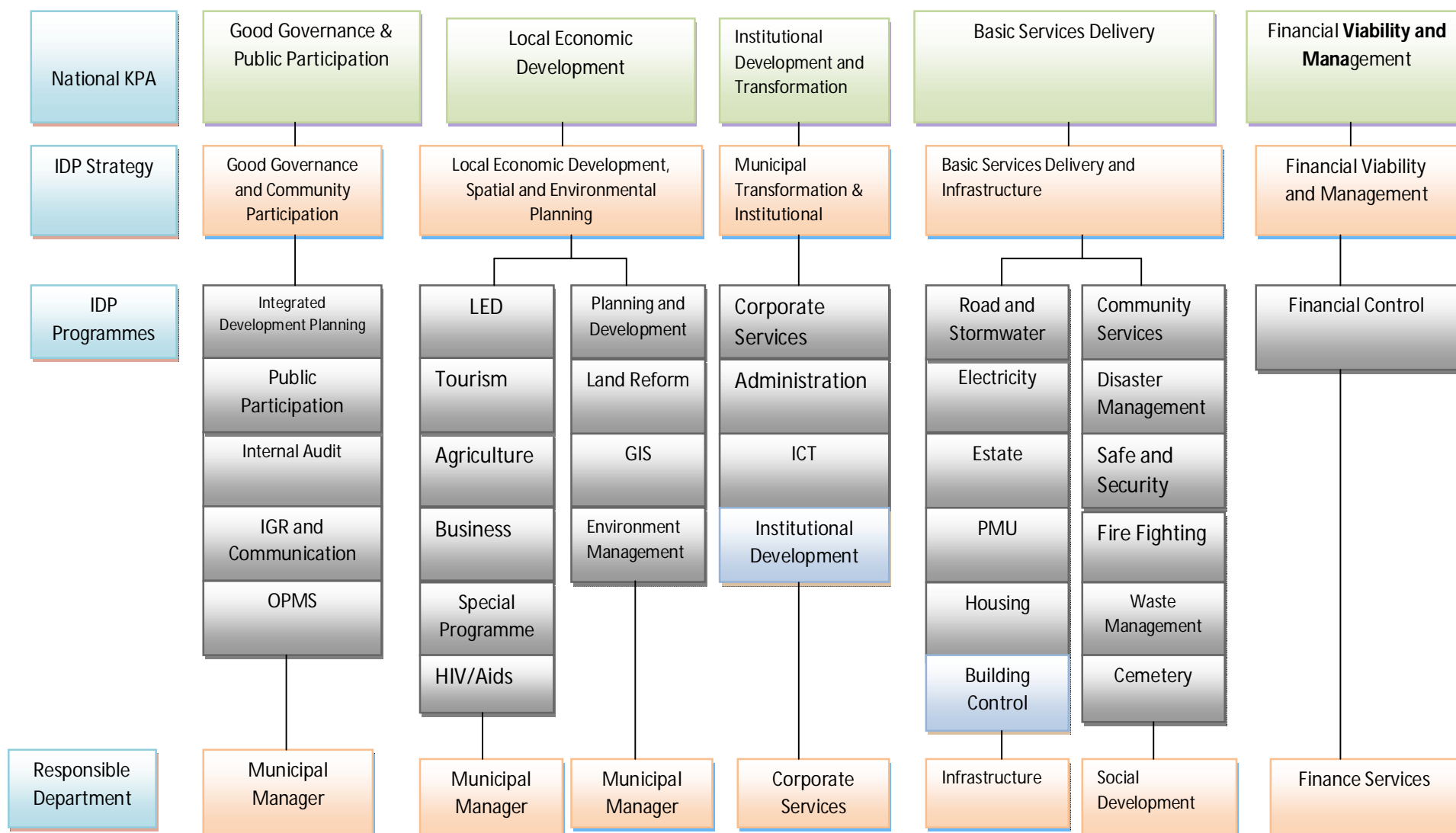
1.2.5 Financial Viability and Financial Management

Financial Viability and Financial Management	Revenue Enhancement Strategy is 90% complete.	To enhance revenue base and ensure financial viability and management.	01.	Revenue Enhancement Strategy: Finalize, adopt and implement strategy.	Reduction of grant dependency.
	Ensure that budget of the outer year is updated annually.		02.	MTEF: Produce an annual update of the Municipal MTEF.	Confidence of all stakeholders in municipal financial management.
	What gets budgeted for need to be reflected as priority in the IDP.	To ensure that the organizations finances are managed sustainably.	03.	Reduce Council Debt: Strictly application of debt collection policy.	Excellent in financial related service delivery.
	The outstanding debt on rates and services owed to the municipality is still very high. In many cases the penalty interest is almost as high as the capital balance outstanding.	To ensure a maximization of the municipality's resources in a sustainable manner.	04.	Budget and IDP: Ensure linkage between budget and IDP.	
			05.	Effective management of credit control: Develop and implement revenue system to ensure timeous, regular and accurate billing of accounts.	
	In some instance procurement process take very long.		06.	Ensure value for money expenditure items: The existing procurement process needs to be reviewed to eliminate bottlenecks, and reduce cost escalation on contracts awarded.	
	In some instances there is no correlation between date in the Valuation Roll and what appear on the ground.		07.	Implementation of Municipal Property Rate Act: There are shortfalls which were never addressed properly in a present Valuation Roll which hampers the implementation of MPRA.	

1.2.6 Spatial and Environmental Planning					
Spatial and Environmental Planning	Illegal occupation of land for informal housing purposes.	<p>To ensure and promote sustainable functional and integrated settlement patterns in order to:</p> <ul style="list-style-type: none"> ✓ Discourage low density urban sprawl; ✓ Generate social and economic opportunities for people and; ✓ Promote easy accessibility to those Opportunities. 	01.	District Planning Shared Services: Promote the establishment of DPSS to ensure sufficient planning capacity to implement Spatial Development Framework and Planning and Development Act.	Sustainable use of resources whereby citizens of Greater Kokstad Municipality will be able to access and use resources to meet their needs without compromising the resource base of the municipality.
	Mushrooming of informal settlements on floodline and protected wetland areas.		02.	Implementation of Planning and Development Act: Develop and implement an integrated, efficient and effective application and approval system	
	Kokstad town is presently not presenting a very good image for Greater Kokstad Municipality, due to the character of key infrastructure.		03.	Land Use Management Act: Ensure that LUMS adopt the principles of PDA.	
	There is minimal integration of environmental, land use and transport management system.		04.	Environment Management Plan: Develop Environmental Management System to ensure that most of wetlands and other species in GKM are protected.	
	A need exists to redirect growth and development to the previously disadvantaged areas and areas of economic opportunity while		05	Major Rivers System and Valleys: Representing a major natural structuring element representing mostly natural barriers for creating breaks in the built environment, while to e appropriate protected and managed to be positive integrated into development.	

	<p>focusing on the redevelopment of deteriorating areas within the municipal area.</p> <p>There has been a substantial increase in the number of illegal small business operators that are conducting business from home without permission. This has given rise to traffic and safety problems as these areas were not designed for such purposes.</p>				
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Alignment between the National Key Performance Areas and the Greater Kokstad Municipal IDP Development Strategies, Programmes and Institutional arrangements



D. SPATIAL DEVELOPMENT FRAMEWORK

1. Introduction

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the MSA 32, of 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Kokstad Municipality's IDP, the Spatial Development Framework has taken into account the subsequent critical areas to be developed spatially.

- Tourism Development
- Agricultural Development

This is high level draft Spatial Development Framework, full detailed information on municipal Spatial Development Framework is contained herewith **as Annexure J1**.

List of Maps for ease reference attached onto this IDP document are:

Map1: Updated Cadastral Base Map

Map2: Broad Land Use

Map3A: Minset Data from EKZN Wildlife (Critical Areas)

Map3B: C-Plan Data from EKZN Wildlife (Critical Areas)

Map3C: Estaurine Minset Data

Map3D: Transformation Data

Map3E: Environmental Priority Zonation

Map4: Agricultural Land Potential Map (Showing BRUS)

Map5: Existing Spatial Development Framework

Map6: Proposed Rural LUMS Zoning Policy

Map7: Greater Kokstad Municipality SDF Review 09/10

Map8: Urban Edge

2. Aims of the Greater Kokstad Development Framework

Amongst others the aims of this SDF are:

- To promote sustainable functional and integrated settlement patterns
- To maximise resources efficiency;
- To enhance regional identity and unique character of place.
- To ensure conformance with the neighbouring local, districts and provincial spatial development frameworks.

3. The link between Spatial Planning and Land-use

It is important to note that the IDP's Spatial Development Framework is intended to form the basis for the Land Use Management System for the municipal area, Land Use Management System referring in this instance to i) the control of development and ii) the facilitation of development. These two aspects place different requirements on the Spatial Development Framework-on the one hand it must be detailed enough to guide the implementation of land use rights (by means of Planning Schemes), while on the other hand it must identify measures to stimulate development.

4. Strategic Environment Assessment of the SDF

Strategic Environmental Assessments (SEA's) are fast becoming the basic tools for integrating environmental issues into the formulation of policies and programs, and are becoming increasingly accepted in the South African context. Central to this process is the understanding that SEA's are pro-active management instruments in the drive towards sustainability at strategic level planning and implementation. An SEA aims to integrate natural environmental concerns into the planning process at the same level at which social, economic and institutional considerations are addressed. The SEA serves as a tool for the practical translation of the idea of sustainability into programs and projects in the IDP/SDF process.

This study adopts the "strategic" approach, in that environmental issues throughout the Greater Kokstad Municipality SDF were determined at the critical / significant level, and are not site specific. Environmental issues common to the whole municipality will be determined through desktop analysis. Glaring issues more specific to smaller or more confined areas are also highlighted.

A list of environmental issues was drawn up and was presented to the stakeholders identified in the municipality. Agreement is to be obtained from stakeholders as to the relevance of the environmental issues, the environmental objectives for the municipality, and the Vision for the

District. The issues identified were then developed in conjunction with the municipal vision into objectives and strategies contained in the IDP/SDF.

The Strategic Environmental Assessment has identified general environmental issues and concerns, strengths, weaknesses, opportunities and threats, and lastly identified the priority zonation for environmental sustainability.

5. Important Environmental Management Areas

The municipality is endowed with various products of archaeological importance e.g. the old buildings, various sites with historical markings, paintings.

At a district level various endangered species have been identified including

- The blue swallows
- Cranes
- Oribi
- *Cape Parrot*
- Rudds Lark
- Indigenous forest
- Wetlands and associated species
- Grasslands
- Drakensberg SCAP

6. Environmental Atlas Areas:

- Franklin Vlei and other wetlands with associated threatened species i.e. White winged and Flufftail
- Vegetation in the southern Areas
- Habitats throughout the municipality
- Cultural and Archaeological Sites

7. Drakensberg SCAP

The Provincial Planning and Development Commission zoned a portion of the Greater Kokstad as part of the Drakensberg Special Case Area Plan. This zonation plan is reflected in the Spatial Development Framework but it is still essential that the Municipality respects this zonation and associated proposed development controls in order to protect the natural and tourism values of the Drakensberg Mountains, recently listed as a World Heritage Site for their natural and cultural values. The WHS listing opens up enormous tourism opportunities to the Municipality. The municipality includes buffer, conservation and agriculture zones of the SCAP.

8. Key Environmental Issues

The following issues identified through a literature review, key informant interviews and through work shopping the initial issues with the public and municipal councillors.

➤ STRENGTHS

Social

- The beauty and small town ambiance of this municipality is an asset; it is a major factor in the tourism potential of the area. The urban greening of the urban areas such as Kokstad is key to maintaining and improving the aesthetic quality of urban areas specifically where these areas provide access routes to attractions of the municipality.
- The delivery of housing as demonstrated through the comparison for 1996 and 2000 statistics appears to be excellent. The percentage of informal housing has decreased even though the population of the municipality has increased dramatically.

Economic

- The indigenous ecosystems provide habitat for medicinal plants a rich resource for homeopathic and traditional medicine. These areas include all areas indicated as grassland and indigenous bush on Map2.
- Tourism has been identified as one of the major income generators in the Municipality. The area has large Tourism potential associated to its proximity to the Ukhahlamba Drakensberg World Heritage site and its scenic wetlands. Types of tourism in the municipality include Getaway, Eco, Cultural and Adventure Tourism and it is well situated to provide transit tourism.

Biophysical

- The wetlands in the municipality form part of the Mzimvubu catchment. These wetlands and the surrounding indigenous forests and grasslands provide valuable ecosystem goods and services such as water recycling and habitat. For all mapped wetlands and areas of biodiversity importance please refer to Map4.
- The municipality has no major industry and as such does not currently have major air pollution issues.

➤ **WEAKNESSES**

Social

- Poverty and unemployment is a problem throughout the country however it is still a problem in the Greater Kokstad Municipality that requires attention. Between 1996 and 2001 unemployment increased however the number of employed people increased. This indicates a large growth in the number of unemployed possibly as a result of immigration from other areas. This will need to be addressed and planned for in the future.
- Alignment of Provincial, District and Local planning has been identified as key for all areas of the province, there is still however still work and much communication required to resolve problems with alignment.
- The police station in Kokstad is currently fragmented causing institutional complications. Premises large enough to house the entire police department need to be found.

Economic

- Roads provide the main form of transport in South Africa; as such they provide access to markets. The main income generators within the municipality include Agriculture, Tourism and Industry. All these require access to markets, either the transport of goods out of the municipality to markets or the transport of visitors into and around the municipality, for these sectors to grow. Road maintenance will need to become a focus for the municipality to address local economic development.
- The municipal vision or mission does not take environmental quality or sustainability into account. The main sectors in the municipality include tourism and agriculture both which rely on good environmental standards to generate income. To ensure the continued economic potential of these sectors the concept of sustainability must be incorporated in the municipal vision.

Biophysical

- Littering is a problem in the more urban areas, such as both impacts on ecological, animal and human health and aesthetic impacts that have large consequences for the tourism potential of the area.
- Degradation of wetlands as a result of cultivation and artificial drainage, dams, urbanisation, soil erosion and alien plant invasion will have far reaching

consequences for ecological function and water quality. Major impacts are being caused by the lack of a functional sewerage disposal in the Franklin area. Raw sewerage is being discharged in to the Franklin vlei, which represents an extremely valuable wetland and habitat for threatened species.

- Agriculture, in particular dairies, piggeries and maize production, impact moderately on river health through excessive nutrient input into rivers.
- Informal housing is a social and economic problem as well as posing biophysical problems. It creates difficulties in service delivery and encourages urban sprawl such as in the Franklin and Bambayi areas. Further it has a large impact on aesthetics and as such can impact on the tourism potential of the municipality. This is however currently being addressed in by the municipality through a number of housing projects detailed on pg 19 and 20 of the IDP review.
- The proximity of industry and bulk sewer lines to the Shayamoya River and the waste disposal site to the Umzintlava River, which provides water to Kokstad town in the municipality, poses serious water pollution and health problems.

➤ OPPORTUNITIES

Social

- Social upliftment as a result of economic growth is an expected positive spin off. Economic development should however be sustainable, environmentally, socially and economically. This is critical in ensuring that development, does not create greater environmental and social cost to the municipality than the economic benefit as this may in fact have economic repercussions in the future.
- Provision of housing and basic services including the identification of areas with potential for housing development and the formalisation of current informal or overcrowded settlements with housing, sanitation and stormwater drainage.
- Through increasing awareness of planning documents (such as the IDP, SDF and LUMS) and procedures in the municipality, integrated development will be encouraged.

Economic

- N2 Access runs through the study area and provides a tourism and agricultural produce corridor through the municipality thus providing a large economic opportunity for the municipality.

- Economic growth through integrated development that fits with municipal spatial planning objectives will uplift the economic environment without encouraging urban sprawl and unsustainable development.
- Optimisation of the tourism potential of the region through sustainable development will highlight the environmental and tourism assets of the area and aid in poverty alleviation for e.g. Franklin Vlei, the Kokstad Museum, the Griqua Fort and Mount Currie.

Biophysical

- The amenity of the municipality is critical to its appeal as a tourist destination. An open space system will help to ensure the maintenance of the amenity of the municipality. To ensure linkages and the added benefit of improving biodiversity goods and services, the plan should focus on catchments and rivers as well as entry points to the area in terms of amenity.
- The Umzimvubu catchment is an important catchment. With the establishment of Catchment Management Agencies the opportunity exists for subsidisation of green technologies and environmentally sensitive farming practices. Money generated from the Catchment Management agency could also be used to formalise areas of particular value for conservation purposes either through purchasing the land or through lease agreements.
- The area is known to have abundant and varied fauna with conspicuous bird life. There are also noteworthy populations of invertebrates, amphibian, reptiles and mammals. All these have tourism, education and tourism potential.
- The area contains a number of sites of archaeological, historic and cultural significance to include the Kokstad Museum, the Griqua Fort and Mount Currie.
- The climate is excellent and conducive to year-round tourism.
- Identification and education of the value of ecosystem goods and services is a project that will aid in the understanding of the value of natural ecosystems and as such will enable agricultural incentive based programs to be designed and implemented.

➤ **THREAT**

Social

- Health impacts as a result of informal settlements have both social and biophysical implications.
- The use of VIP's in the Horseshoe area is inappropriate. The area exists on the edge of a flood plain and pits need to be relocated regularly. This poses major water pollution and health hazards.
- The Kokstad sewerage treatment works does not have the capacity to cope with further development and expansion of the town. In high use time raw sewerage has in the recent past flowed into the river. This upgrade will need to be the focus for service provision in the future.
- Lack of sufficient water supply both domestic and agricultural.

Economic

- Lack of infrastructure maintenance also impacts on the municipality's aesthetics and access and as such it's atmosphere and tourism potential. This is particularly important along tourist and agricultural market.
- Loss of water quality from this catchment would have major, cost implications.
- Sedimentation of rivers as a result of erosion will impact on water quantity available for forestry and agriculture, loss of this water supply will have major economic impacts.

Biophysical

- Injudicious afforestation contributes to excessive sedimentation and destabilisation of riverbanks. Alien plants also use large amounts of water and over shade the ground preventing undergrowth responsible for soil stabilisation.
- Loss of biodiversity and its resultant goods and services.
- Alien Vegetation on public and private properties threatens biodiversity.
- Subdivision of agricultural land is of concern as small subdivisions have in the past proved to be unsustainable and therefore have an impact on the agricultural potential and economic development of an area. Areas of high tourism development demand are most threatened.
- The migration of Biodiversity up and down altitudinal gradients is a critical part of the survival of species during global climatic events. Monoculture has created islands of biodiversity, which inhibit the ability of ecosystems to adapt and migrate.

9. Environmental Priority Zones

Priority 1 Zone

Priority 1 Zones are spatially defined as those areas that are designated as non-negotiable reserves, in the EKZNW Min Set data set, and have a natural land cover. It therefore designates areas that are indigenous forests and grasslands or veld and have a high biodiversity value. These areas have the highest priority for environmental management and as such development within this designation should be low-key, highly environmentally sensitive and harmonious with the surrounding conditions.

Priority 1 Objectives

- 1) Wherever possible, all indigenous vegetation with Priority 1 zoning must be conserved. Where dealing with a forest or a bush clump, the entire unit must be protected, i.e. neither the undergrowth nor any of the canopy layers must be cleared.
- 2) Conserved areas should be linked to form a continuous open space system.
- 3) The acetone is the transitional region between habitats, e.g. the forest margin. It is usually a good wildlife habitat and is important as a buffer zone. The ecotone shall be conserved together with the particular habitat identified as a Priority 1 zone, so that development impact is reduced.
- 4) The natural drainage pattern shall be retained intact as far as possible. Generally, the more the natural land patterns are altered, the greater the engineering and development costs will be.
- 5) Ideally, all Priority 1 areas not required for development should be zoned Conservation Reserve in the Town Planning Scheme. According to Section 67 of the Town Planning Ordinance such land (a land reservation) must be purchased by the local authority within 5 years, unless such local authority is able to reach an agreement with the owner. Acquisition on this scale will not usually be financially feasible. It is suggested that the Council and the owners of the relevant properties enter into agreements which will afford the proposed conservation areas protection and that personal servitudes or conservation servitudes be registered in the Deeds Office.
- 6) Alternatively, Private Conservation zoning could be used. In this case the local authority is not required to purchase the land and protection in terms of the Scheme Clauses is the same as for Conservation Reserve. It has to be emphasised that both these measures can be used if the landowner's agreement can be obtained.

Priority 1 General Guidelines

- 1) One would expect that as this zone represents areas of natural vegetation that the Environment Conservation Act would apply. Regardless of the activity the land would be considered virgin as natural vegetation would not have been cultivated in the preceding 10

years and as such any transformation of priority one land would be subject to an EIA under NEMA.

- 2) As the land use mapping was done at a regional scale land transformation in the form of cultivation may have occurred but not be reflected in the mapping, land that is cultivated but forms part of the Min-Set non-negotiable reserves will be categorised as Priority 3 and should follow the General Guidelines for Priority 3 Zones.
- 3) The Environmental Impact Assessment required for virgin land in priority 1 zones should include a biodiversity assessment of the site and its biological value.
The layout of the development should take biodiversity impacts and mitigation into account and as such should avoid areas of high biodiversity value.
- 4) The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be achieved as part of authorization for development on submission of the plans.
- 5) When building plans are submitted to the local authority for approval, they shall include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.
- 6) No construction may begin without authorization from DAEA, the Municipality in its development control capacity should not under any circumstances be authorized by the Municipality until such time as DAEA has given authorization for the activity to go ahead.
- 7) Any unauthorized development should be reported immediately to the DAEA.
- 8) The width of survey paths shall be kept to the absolute maximum of 1 metre
- 9) Where areas have been set aside for conservation in the layout, such areas will have to be demarcated. This should be done before building starts, sites must be staked and should be fenced or cordoned off with Chevron Tape. This is with a view to preventing damage to conservation areas during construction and operation. The fencing used should be appropriate and should allow for the movement of small animals, which may be found in this area.
- 10) In the conserved areas, only nature-related recreation and education shall be permitted, such as bird watching, walking and canoeing. These areas should be left as undisturbed as possible.
- 11) Exotics should be avoided in landscaping of developments.
- 12) Invasive aliens should be eradicated as part of landscaping and management plan for the development.
- 13) As far as possible, medium density housing development in this zone should be clustered in order to minimise visual impact and the amount of land needed. This reduces development costs and also makes land available for conservation or open space purposes. Further advantages are wind protection and better controlled access to the development area
- 14) Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each

purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.

Priority 2 Zone

Development in this zone should still be environmentally sensitive as it could be identified as mandatory reserve, based on land transformation in the future.

Priority 2 Objectives

These vegetation groups can be used to form corridors or stepping-stones of natural habitat between Priority 1 zones, to provide a path of migration for flora and fauna.

There is a possibility that in future areas within this zone may become non negotiable reserves, and as such Priority 1 if land transformation occurs in Priority 1 zones

Priority 2: General Guidelines

- 1) As for the priority 1 zone one would expect that as this zone represents areas of natural vegetation that the Environment Conservation Act would apply. Regardless of the activity the land would be considered virgin as natural vegetation would not have been cultivated in the preceding 10 years and as such any transformation of priority 2 zones would be subject to an EIA under NEMA.
- 2) As the land use mapping was done at a regional scale land transformation in the form of cultivation may have occurred but not be reflected in the mapping, land that is cultivated will therefore have no priority.
- 3) When building plans are submitted to the local authority for approval, they shall include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.
- 4) No construction may begin without authorization from DAEA, the Municipality in it's development control capacity should not under any circumstances be authorized by the Municipality until such time as DAEA has given authorization for the activity to go ahead.
- 5) Any unauthorized development should be reported immediately to the DAEA.
- 6) Exotics should be avoided in landscaping of developments.
- 7) Invasive aliens should be eradicated as part of landscaping and management plan for the development.
- 8) As far as possible, medium density housing development in this zone should be clustered in order to minimize the amount of land needed. This reduces development costs and land transformation. Further advantages are wind protection and better controlled access the development area

- 9) Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.

Priority 3 Zone

Priority 3 Zones are spatially designated as areas that have natural land cover but have no reserve status as per the EKZNW Min-Set data set. They are therefore areas of low biodiversity importance but still maintain natural ecosystem. They therefore have a high functional importance as they provide ecosystems goods and services such as habitat, clean water, carbon sequestering or nutrient recycling. This zone focuses on ecosystem goods and services and as such activities impacting on the functioning of the ecosystems should be limited such as large scale clearance, water extraction, emissions of waste into the air or streams and rivers.

Priority 3: Objectives

Ecosystems in this zone should not be transformed such that they are no longer able to provide the goods and services they currently supply.

Priority 3: General Guidelines

- 1) As for the priority 1 and 2 zones one would expect that as this zone represents areas of natural vegetation that the National Environmental Management Act (NEMA) would apply. Regardless of the activity the land would be considered virgin as natural vegetation would not have been cultivated in the preceding 10 years and as such any transformation of priority 2 zones would be subject to an EIA under NEMA.
- 2) As the land use mapping was done at a regional scale land transformation in the form of cultivation may have occurred but not be reflected in the mapping, land that is cultivated will therefore have no priority.
- 3) When building plans are submitted to the local authority for approval, they shall include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.
- 4) No construction may begin without authorization from DAEA, the Municipality in it's development control capacity should not under any circumstances be authorized by the Municipality until such time as DAEA has given authorization for the activity to go ahead.
- 5) Any unauthorized development should be reported immediately to the DAEA.

- 6) Invasive aliens should be eradicated as part of landscaping and management plan for the development.
- 7) As far as possible, medium density housing development in this zone should be clustered in order to minimise the amount of land needed. This reduces development costs and land transformation. Further advantages are wind protection and better controlled access the development area
- 8) Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.

Priority 4: Zone

This zone is spatially represented as land that is mandatory reserve which has been developed either by cultivation or urban or industrial development. These areas have a high biodiversity value but have been transformed. The principal aim therefore of this zone is rehabilitation and increasing biodiversity quality.

Priority 4: Objectives

Land within these zones should not be transformed any further. Wherever possible these areas should be rehabilitated to improve ecosystems goods and services and upgrade environmental quality.

Priority 4: General Guidelines

- 1) Under National Environmental Management Act, a number of listed activities are described. Any development that would involve a listed activity is subject under NEMA to an Environmental Impact Assessment. In the rural context the most common listed activity is the change in land use from agriculture to any other use.
- 2) When building plans are submitted to the local authority for approval, the developer should indicate whether the development includes any listed activities. If so the plans shall include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.
- 3) No construction of developments that include listed activities may begin without authorization from DAEA, the Municipality in it's development control capacity should not under any circumstances be authorized by the Municipality until such time as DAEA has given authorization for the activity to go ahead.
- 4) Any unauthorized development should be reported immediately to the DAEA.
- 5) Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each

purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.

10. Movement Corridors

The corridors are the main structures that hold the spatial framework in place. The corridor concept has recently become popular in provincial development planning and national spatial development planning as the notion of corridor development is providing a useful framework for regional development. The idea of the corridor essentially refers to the development along major roads with considerable existing or potential movement. This inevitably occurs along routes, which connect major 'attractors' – significant towns, tourism attractions and other movement, which generate economic activity.

The corridor is effective in linking infrastructure and economic development as towns and structures are connected to each other via the transport network like "beads on a string". A major objective behind the corridors in this study is the generation of sustainable economic growth and development in relatively underdeveloped areas, according to the inherent economic potential of the locality.

The Movement Corridors linking the primary nodes, hubs, secondary nodes, and satellites were proposed as follows:

- Primary Corridor
- Secondary Corridor
- Tertiary Corridor

10.1 Primary Corridors

R617, N2, R56 are the primary corridors within the Municipality. These provide high linkages with surrounding municipalities and economic nodes. Along R617 there are views of scenic beauty and landscape which can attract both domestic and international tourist thereby promoting LED projects at some locations. N2 – R56 corridor is also identified in PSEDS as provisional priority corridor SC2.

10.2 Secondary Corridors

D609 joining D622 to Wansbeck is a secondary corridor and also provides linkages to Drakensberg.

P604 connecting Matatiele to R617 provides a short cut to Pietermaritzburg and the N3

and its potential could be strengthened through tarring.

R602-1 to Creighton and Umzimkulu provides linkage between Franklin, Umzimkulu and Creighton.

10.3 Tertiary Corridors

These corridors provide vital linkages to service satellites in the district and ensure connectivity with service delivery in the communities.

11. Nodes

In terms of the Greater Kokstad SDF, the Settlement Hierarchy proposed for the municipal area is as follows:

- a. Primary Commercial Node - Administrative and Economic Centre:
- b. Secondary Commercial Nodes – Distribution Point
- c. Satellite Service Nodes - Delivery of Supplementary Services:

11.1 Primary Commercial Node

Kokstad is the largest population centre in the municipality and predominates massively in the Municipality's economy. In this node the CBD is dissected by R59 and intersected by R617 which are both Primary Movement Corridors. Being the major economic node and regional service centre to the rural hinterland it also functions as the administrative centre and accommodates the municipal offices, hospital, schools, police station and magistrates court as well as a large variety of commercial and retail outlets and has recently extended housing infrastructure at Shayamoya and more housing is proposed to meet housing demand (also servicing the Eastern Cape).

11.2 Secondary Commercial Node

Franklin and Swartberg the second largest population centre in the municipality on the R609 primary corridor plays an important role as a services centre to farmers in the north of the municipality by providing a small variety of commercial and social services. The urban growth boundary is also cadastrally aligned so as enable clear distinction which areas are within this nodes.

11.3 Satellite Service Nodes

“Satellite Service Nodes represent the lowest order of locality, where a range of service and economic activities could be concentrated in a sustainable way and are located in the periphery of the Hub,” (*ibid*). Its location is usually the most accessible locations within an acceptable walking distance of particular community. These services may be located at a clinic, store, tribal court or taxi rank.

The levels of service that are found at these nodes are:

- Clinic / Mobile services
- Post Boxes
- Shops
- Secondary and Primary Schools
- Weekly /Mobile Services

In identifying service satellites a number of factors has be considered to determine the most suitable / optimal locations. These include, amongst other factors:

- Density and distribution of population to be served
- Level of existing economic activity
- Proximity of transport routes and modes of transport
- Topography of locality
- Land Tenure arrangements
- Levels of service infrastructure

11.4 Urban Expansion/ Mixed Use Nodes

These are the areas which form the interface between the existing built-up urban areas and the surrounding agricultural area, where development pressures are likely to occur. These areas have potential for urban expansion in the form Residential development, mixed use development, and industrial development. Mixed use developments are the type of land uses which would be encouraged. Generally, densities would be lower than in the existing built-up areas, and the appropriate density would be determined by an analysis of factors such as accessibility, availability of services, physical features and environmental considerations.

It is important that prior to any development, subdivisions and service provision (water, roads, etc) that a detailed structure plan be prepared to ensure coherent and harmonious development.

12. Urban Edge

The Urban Edge or Urban Growth Boundary is defined along the confines of the urban areas located on the most southern part of the municipal area of jurisdiction and this is on the identified boundary of the primary node of Kokstad.

The purpose of this edge is to discourage urban sprawl and define an area of special focus wherein urban orientated development is to occur in the future. Urban development should be discouraged beyond this edge until such time that the area within is considered sufficiently developed on public and private land and services are meeting requirements sustainably.

Areas of priority spending are likely to occur mainly within the Urban Edge area to facilitate the development of new settlements and upgrading of existing informal and formal settlements.

The Urban edge as suggested in the Development Facilitation Act is essentially to limit urban sprawl to promote efficient and integrated land development to include the following objectives:

- Promote the integration of the social, economic, institutional and physical aspects of land development;
- Promote integrated land development in rural and urban areas in support of each other,
- Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- Optimize the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
- Discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
- Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- Encourage environmentally sustainable land development practices and processes.

The urban edge is identified along provincial priority corridor SC2 and is aligned with PSEDS and NSDP principles as it promotes economic growth through retail tourism and agribusiness.

13. Commercial Agriculture and Tourism

These are one of the most critical areas that need to be spatially developed within the Greater Kokstad Municipality is the agricultural and tourism sector.

14. Intensive Agriculture

Some of the best agricultural soils in the region occur in this zone, which have the potential to support intensive agriculture. Many of the soils in this area are suitable for commercial agriculture.

Buildings and uses associated with intensive farming practices include the following activities:

- The production of food and the cultivation of crops
- The farming of livestock, poultry and bees
- Horticulture and market gardening
- Residential accommodation for farmers together with the necessary community facilities.

The key principles regarding the use of intensive agricultural land are as follows:

- Protect good agricultural land from unnecessary urban development. Residential, industrial and commercial development should be concentrated in the identified development nodes.
- Resources and potentials need to be identified and used to promote economic development.
- Rural development should promote the growth of Secondary and Tertiary Development Nodes to accommodate all non-agricultural land uses and as centre for the provision of services to the surrounding rural areas.
- Where traditional settlement in rural areas is primarily for residential purposes then this should be encouraged to take place with identified Development Nodes

15. Multipurpose Retail and Office

These are located to the south and in the middle of the Urban Edge. They are zones that permits the development of a full hierarchy of shopping centre types and can meaningfully comprise a

mix of retail, office uses in order to provide for a range of typical specialized activities.

16. Proposed Institutional

This is located somewhat to the north of the Urban Edge confine, just to the South of Kokstad. In this location the Anglican Church of South Africa will serve as a regional centre for Kokstad, the Eastern Cape and other nearby areas.

To the promotion of ASGISA, Greater Kokstad Municipality needs areas where skills development is to take place as a result of an area at the north of Kokstad town has been identified for this purpose.

17. Nature Reserve

The Mount Currie Nature Reserve is located to the top Northwest periphery of the Urban Edge confines, and will optimistically promote the following

- Recreation,
- Conservation of biodiversity
- A tourism attraction node.

18. Proposed Hotel (3star hotel-shortage of regional centre-accommodation)

There is currently a huge shortage of accommodation facilities within the municipality i.e. there is a lack of bed and breakfasts, resorts, hotels, motels etc. With the foregoing in mind, the proposed 3star hotel will begin to address this issue and also serve as primary regional centre.

19. Urban Areas

The boundary of the Urban Edge is defined along the boundaries of these urban areas. Cadastral boundaries show the Urban Edge of Kokstad, Swartberg and Franklin.

20. Small Holdings

There are small farms on the northwest edge of the Urban Edge and they are mainly residential in nature.

21. Areas of Conservation Significance / Adventures and Eco-Tourism

The areas of Conservation Significance consist of both private and communal land which have important water and nature conservation values, but do not enjoy formal legal protection. These areas contain natural communities of high nature-conservation value, and also important grazing resources which occupy virtually the entire zone.

The intrinsic bio-diversity value of eco-systems and natural habitats on agricultural farmlands provide the basis for eco-tourism diversification and sustainable farming practices, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts

Other important areas which have been included in the areas of conservation of significance include major wetland systems, Natural forests, Medicinal Plants, threatened species, important species and grasslands. Potential exists for extensive conservation measures on Large areas of wetlands to be implemented throughout the Municipality with respect to important eco-systems, habitats, landscapes and fauna (especially the Franklin Vlei).

Although much of the area is farmed for commercial agriculture it contains a vast combination of natural resources and landscapes for getaway tourism. In the course of diversifying to tourism conservation efforts should be applied using protection mechanisms such as bio-sphere reserves. Any tourism development should integrate with such efforts. From a tourism plan done by the district, and the local municipality, Greater Kokstad shows potential for this tourism.

Conservation areas are important environmental areas which not only support ecosystems, but are attractive to tourism and offer economic opportunities. They are also important sources of indigenous herbs and "muthi" and often contain good agricultural areas.

These areas require a particularly high degree of protection as they are key areas of biodiversity because they provide ecosystem services or are unique landscapes or viewpoints or areas of ecological, historical or cultural importance. It also includes areas that by virtue of their ecological or biological functions provide services that contribute to natural disaster management systems.

The principles which should apply to conservation areas are as follows:

- Adequate protection to ensure sustainable provision of ecosystem services;
- Protection in terms of national and provincial laws, policies and guidelines;

- No permanent settlement should be permitted within identified conservation areas and settlement adjacent to such areas must comply with agreed upon environmental management principles.
- The use and development of conservation will take place on a planned and controlled basis after environmental impact assessment.

The objectives for designating such areas are to draw attention to their sensitive nature, and the need for appropriate special and sustainable management measures. Most of such areas are currently subjected to some form of agricultural use.

Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:

Table 17: Preferred & Non-Preferred Activities 1

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
Amenity planting within non-invasive species	Agri-Industry
Extensive agriculture	Commercial afforestation
Nature and culture based tourism	Industrial development
Nature and resource conservation	Intensive Agriculture
Small scale tourism development	Intensive or semi intensive human settlement
Small scale agriculture	Large scale infrastructural projects
Subsistence agriculture	Large scale tourism development
Trails	Mines and Quarries
	New Roads
	Subdivision of land

22. Commercial Agriculture and Tourism

Well managed agriculture occurs almost throughout the municipality. Future development of the municipality should seek to preserve the agricultural land in the area, develop its specific potentials and provide for diversification e.g. tourism.

Although much of the area is farmed for commercial agriculture it contains a vast combination of natural resources and landscapes for getaway tourism.

In the course of diversifying to tourism conservation efforts should be applied using protection mechanisms such as bio-sphere reserves. Any tourism development should integrate with such efforts. Current land uses in commercial, agriculture and tourism range from extensive to intensive forms of agriculture, and limited commercial afforestation. Just over half of the land has been transformed by agricultural practices, while the remainder consists of extensive natural communities, principally native grassland. There are limited areas with high nature conservation value in this zone, especially wetlands and areas of woody vegetation.

Some of the best agricultural soils in the region occur in this zone, which have the potential to support intensive agriculture. Many of the soils in this area are suitable for commercial agriculture.

Most of land in this zone is characterized by high scenic values, and it is considered that there is a considerable potential for community-based tourism and ecotourism in this area.

Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:

Table 18: Preferred & Non-Preferred Activities 2

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
Amenity planting within non-invasive species	Agri-Industry
Extensive agriculture	Industrial development
Commercial afforestation	Intensive or semi intensive human settlement
Intensive agriculture	Large scale infrastructural projects
Nature and culture based tourism	Large scale tourism development
Nature and resource conservation	Mines and Quarries
Small scale tourism development	

Small scale agriculture	New Roads
Subsistence agriculture	Subdivision of land
Trails	

E23. Land Reform

23.1 Land and Redistribution for Agricultural Development (LRAD) and Pro-Active Land Acquisition Strategy (PLAS)

The Department of Rural development and Land Reform has the following programmes in Kokstad:

- LRAD and PLAS
- Land for human settlements (Erin Farm, Altone Farm, Sheltered Vale, Vieslam, Mielville park, Farm Brookside)
- Post transfer implementation (Thuthukangela, emkutheleni, and thuthukani land trust)
- Labour Tenants

The primary objective for these programmes is to get land to the people for Agrarian reform. This will assist in re-dressing the imbalances of the part and creation of sustainable communities.

23.2 Land Claims

The Department of Rural Development and Land Reform gazetted the priority restitution and redistribution and labour tenants claims lodged in the KwaZulu Natal. In Greater Kokstad the priority redistribution is in the Parkes area and most of the areas have labour tenant claims lodged. RDLF is focusing on the settlement of labour tenant claims in the District and Greater Kokstad Municipality.

24. Poverty Alleviation and LED Initiatives

The Greater Kokstad Municipality has embarked on an initiative to acquire land for agricultural projects as part of local economic development and poverty alleviation through assistance of Department of Rural Development and Land Reform. The land will be handed over to beneficiaries in the form of a co-operative then Council will lease them land for livestock farming and commonage.

The potential farm for these initiatives are Rosewell Farm, R Young farm, Mr Williamson Farm (Swartberg area), Mr Bosman farm (Kokstad), Mr Pretorius Farm (Franklin area) and Mr Pieters Farm (Kokstad). The existing farm with this initiative is Kranzfontein farm to the south east of Bhongweni location. These areas have been identified together with DLA, Municipality and Landowners and continuous negotiations into their development are in the process. There could be no speculations of land prices in this regard.

25. Existing Housing Projects

Makhoba, Willowdale Farm (Pakkies) and Franklin are current housing projects within the Greater Kokstad Municipality. There is a need for middle to high income residential development which is proposed to take place in the area designated for urban expansion / mixed use node and inside the Urban Edge.

26. Greater Kokstad Draft Land Use Management System

In terms of the Municipal Systems Act, Act No.32 of 2000 municipalities are required to prepare Land Use Management Systems.

In compliance with the legislation requirement the Greater Kokstad Municipality has taken take a decision to prepare its Land Use Management System to promote the co-ordinated and harmonious development of the Greater Kokstad municipal area in such a way as will most effectively tend to promote health, safety, order, amenity convenience and general welfare, as well as efficiency and economy in the process of development, and the improvement of communications. In furtherance of this purpose, the Greater Kokstad local municipality desires to achieve a pattern and distribution of land uses which generally:

- 2.1 Retain and enhance established residential neighbourhoods, industrial districts, open space and amenities.
- 2.2 Allow for flexibility and the introduction of compatible uses in residential neighbourhoods.
- 2.3 Allow for flexibility in the commercial area by permitting a combination of commercial uses and residential uses.
- 2.4 Promote the development and expansion of the tourism potential of the area.
- 2.5 Take into account environmental cultural and historical conservation.
- 2.6 Provide for services such as waste management, water works and sewage disposal works.

26.1 Scheme Area

The area to which this Scheme applies consists of the urban and rural/ agricultural areas of land under the jurisdiction of the Greater Kokstad Local Municipality.

26.2 Effective Date

The effective date is the date of the former Administrator's or the Minister's approval of the resolution of the Local Authority to prepare a combined scheme for Kokstad town, Bhongweni, Shayamoya, Swartberg, Makhoba and Franklin in terms of Section 44 of the Natal Town Planning Ordinance No.27 of 1949, as amended. The effective date of the remainder of the scheme area will be the date upon which it is resolved to be implemented by the Municipality as a policy.

E. SECTOR PLANS AND SECTOR INVOLVEMENT

1. Sector Plans

In order to respond swiftly to the development needs put forward by the IDP, the following sector plans have been identified as the ones that can assist the municipality in speeding the services delivery.

Sector Plans	Strategic Goal	Current Status	Funding Resources
Environmental Management Plan	Improve the quality of the environment in Greater Kokstad Municipality	Municipality lack of this plan	Department of Environment
Poverty Alleviation Strategy	Generation of employment opportunities and eradication of poverty.	.Municipality lack of this plan	Greater Kokstad Municipality
Integrated Transport Plan	To ensure a sustainable integrated transport infrastructure network in GKM and ongoing maintenance	Integrated Transport plan need to be reviewed	Department of Transport
Agricultural Development Plan	Ensure and encourage economic development and growth in the GKM.	Municipality lack of this plan	Department of Agriculture Department of Economic Development and Tourism
Tourism Development Plan	To focus development on one of the key undiscovered economic sector the revitalize the economy of GKM.	Need to be reviewed	Department of Economic and Development
Integrated Waste Management Plan	Improve the quality of the environment in Greater Kokstad Municipality	Municipality lack of this plan	Greater Kokstad Municipality
Urban Regeneration Strategy	Improve the appearance of the town	Municipality lack of this plan	Greater Kokstad Municipality

Sector Plans	Strategic Goal	Current Status	Funding Resources
Quality of Life Survey	To gain a comprehensive understanding of the living conditions of the residents and to discover what it is that essential affects the GKM resident's quality of life such as their needs, problems, priorities, and essentially, how the municipality can improve services provision and identify backlogs to enhance resident's quality of life.	Statistics South Africa, Census 2001, Community Survey 2007	Greater Kokstad Municipality
Comprehensive Infrastructure Plan		Phase 1 Completed	Greater Kokstad Municipality

2. Government Departments

Within the context of this IDP it is evident that the municipality will require a number of interventions from the various government departments and SOEs in order to achieve its municipal development objectives. It is for that reason that the Sisonke District Municipality hosted a two days engagement sessions with the government departments. The sessions took place at Pietermaritzburg on 03 – 04 March 2010. It is important to note that some of the invited government departments did not attend the sessions.

It should also be noted that some government departments do not implement project per se but have more of a monitoring role as no project budgets are reflected here.

The contributions within Greater Kokstad Municipality by various government departments are as follows:

2.1 Sisonke District Municipality

Sisonke District Municipality					
Responsibilities	1-3 year Programmes	Budget			KPA supported by the Programme
		2010/11	2011/12	2010/13	
Provision of water and sanitation to the local municipalities	Franklin Bulk Water & Sewerage Upgrade	R4,493,229,36	R1,006,786,54	R0	Basic Service Delivery
	Kokstad Bulk Water and Sewer Upgrade	R8,000,000,00	R15,500,000,00	R0	Basic Service Delivery
	Horseshoe Sanitation Project-New	R9,250,000,00	R14,843,166,29	R0	Basic Services Delivery

2.2 Department of Human Settlement

Department of Human Settlement					
Responsibilities	3-5 year Programmes	Budget			KPA supported by the Programme
		2010/11	2011/12	2012/13	
Provision of Human Settlement	Franklin Housing Project (Planning Phase) 450 Units	R3,185,788	R6,918,975	R14,393,594	Basic Service Delivery
	Makhoba Housing Project (Planning Phase) 1400 Units	R13,389,888	R18,905,400	R14,393,594	Basic Service Delivery
	Kokstad slums clearance (Phase 1) -236 (Packaging) 236 Units	R4,800,000	R0	R0	Basic Services Delivery
	Kokstad Slums Phase 2 (Packaging) – 700 Units	R1,000,610	R13,184,284	R3,707,150	Basic Services Delivery
	Willowdale Housing Project (Packaging) 27 Units	R0	R3,054,434	R0	Basic Services Delivery

2.3 Department of Transport

Department of Transport					
Responsibilities	1- 3 year Programmes	Budget			KPA supported by the Programme
		2010/11	2011/12	2012/13	
Provision of Roads, Stomwater Drainage and Maintenance	Construction of Khuba Road (New Gravelled Road)	R348,000			Basic Service Delivery
	Construction of Mission Road (New gravelled Road)		R300,000		Basic Services Delivery
	Construction of Thulis Rustlers Road (New Gravelled Road)		R418,000		Basic Services Delivery
	Maintenance of local roads (Re-gravelling) Maintenance of Local Roads Maint. Of L1117 (Regravelling)	R967,780	R1,008,569	R340,000	Basic Service Delivery
	Maint. Of L149 (Re-gravelling)			R370,000	Basic Services Delivery
	Maint. Of Local Roads			R1,071,898	Basic Services Delivery
	Causeway Construction (D608, D636) Causeway Construction (Phuthing) Causeway Construction (D622)	R500,000	R180,000	R220,000	Basic Services Delivery
	P616 (Re-gravelling) D622 (Re-gravelling)	R2,166,503	R3,771,153		Basic Services Delivery
	D618 (Re-gravelling)	R2,284,000	R1,360,251		Basic Services Delivery
	D636 (Re-gravelling) D647 (Re-gravelling)	R2,247,047	R295,470		Basic Services Delivery
	Routine maintenance on various road: <ul style="list-style-type: none"> Blacktop patching – 558 sq/m Road marking -27km Blading -312km 	R2,681,818	R2,647,962	R2,572,567	Basic Services Delivery

	Zimbabwe Contractors	R2,222,160	R2,269,440	R3,300,000	Basic Services Delivery
					Local Economic Development

2.4. Department of Agriculture, Environmental Affairs & Rural Development

Department of Agriculture, Environmental Affairs & Rural Development					
Responsibilities	3-5 year Programmes	Budget			KPA supported by the Programme
		2010/11	2011/12	2010/13	
Integrated Environmental Management	Urban Greening – Greater Kokstad: Shayamoya – 200 houses	R30,000	R0	R0	Planning and Environmental Planning

2.5 Department of Art and Culture

Department of Art and Culture					
Responsibilities	1-3 year Programmes	Budget			KPA supported by the Programme
		2010/11	2011/12	2010/13	
Support Art and Culture Programme	Support Arts and Culture	R5, 000			Local Economic and Development
	Establish and Support War on Poverty Cadres	R6, 000			Local Economic and Development
	Hip-Hop Kwaito Eliminations	R3, 000			Local Economic and Development
	Non-Accredited Skills Training	R5, 000			Local Economic and Development
	East Griqualand Cultural Festival	R55, 000			Local Economic and Development
	Theatre Promotion	R3, 000			Local Economic and Development
Education Support	Kokstad Museum Annual Subsidy	R68,000			Institutional Development

	Installation of Internet cafe with a ICT trainer	R220,000			Good Governance
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2.6 Department of Education

Department of Education					
Responsibilities	1 -3 year Programmes	Budget			KPA supported by the Programme
		2010/11	2011/12	2010/13	
Provision of Schools and Educations	Eradication of Mud School – Kransdraai Primary School	No Funding Provided			Social Infrastructure
	New schools construction – Shayamoya Secondary School	No Funding Provided			Social Infrastructure
	New schools construction – Horseshoe Primary School	No Funding Provided			Social Infrastructure

1.7 Department of Economic Development and Tourism

The Department of Tourism has budgeted an amount of R60 Million through its Gijima LCF II Implementation Programme for entire KZN to help grow local economies in KZN by supporting the development which attract private and public investment and which create decent jobs and promote rural development. According to the department of Economic Development and Tourism, each and every municipality in KZN will be required to prepare a business plan to access this funding.

2. Conclusion

In conclusion, the municipality acknowledged the fact that there are still a lot of government departments which have not submitted their projects and MTEFs. The municipality will engage the outstanding government departments by the way of one on one alignment sessions.

F. IMPLEMENTATION PLAN

The 3-year Implementation Plan shows a summary of the total revenue and expenditure, as well as a detailed indication of the projects (operational or capital), the funding sources as well as the total funded project budgets for the years 2010/11 to 2012/13. A summary of the budget is indicated in the table below:

Standard Classification Description R thousand	Ref	2010/11 Medium Term Revenue & Expenditure Framework		
		Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
Revenue - Standard				
<i>Governance and administration</i>		141,188	150,263	160,756
Executive and council		–	–	–
Budget and treasury office		140,888	149,945	160,420
Corporate services		300	318	337
<i>Community and public safety</i>		7,621	8,079	8,555
Community and social services		457	484	513
Sport and recreation		106	112	119
Public safety		7,059	7,482	7,924
Housing		–	–	–
Health		–	–	–
<i>Economic and environmental services</i>		60,106	16,948	20,447
Planning and development		40,659	1,016	1,076
Road transport		19,447	15,932	19,371
Environmental protection		–	–	–
<i>Trading services</i>		114,944	121,840	129,029
Electricity		101,014	107,075	113,392
Water		–	–	–
Waste water management		–	–	–
Waste management		13,929	14,765	15,636
<i>Other</i>	4	–	–	–
Total Revenue - Standard	2	323,859	297,130	318,787

Expenditure - Standard	-			
Governance and administration		96,000	101,289	106,977
Executive and council		17,644	18,703	19,806
Budget and treasury office		60,661	64,315	67,821
Corporate services		17,695	18,272	19,350
Community and public safety		26,984	39,763	32,204
Community and social services		8,160	9,179	9,368
Sport and recreation		4,302	3,765	3,987
Public safety		14,523	26,819	18,849
Housing		-	-	-
Health		-	-	-
Economic and environmental services		101,215	43,132	20,174
Planning and development		47,601	8,357	8,882
Road transport		53,614	34,776	11,292
Environmental protection		-	-	-
Trading services		99,660	77,824	82,366
Electricity		88,284	67,081	71,039
Water		-	-	-
Waste water management		-	-	-
Waste management		11,376	10,743	11,327
Other	4	-	-	-
Total Expenditure - Standard	3	323,859	262,009	241,721
Surplus/(Deficit) for the year		(0)	35,122	77,067

Vote Description R thousand	Ref	2010/11 Medium Term Revenue & Expenditure Framework		
		Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<u>Capital expenditure - Vote</u> <u>Multi-year expenditure to be</u> <u>appropriated</u>	2			
EXECUTIVE AND COUNCIL		–	–	–
CORPORATE SERVICES		458	–	–
BUDGET AND TREASURY		600	650	400
COMMUNITY AND SOCIAL SERVICES		40,900	1,835	1,590
PUBLIC SAFETY		1,250	12,750	3,950
PARKS AND RECREATION		750	550	1,000
WASTE MANAGEMENT		4,430	3,380	3,530
PLANNING AND DEVELOPMENT		300	300	350
ROAD TRANSPORT		43,555	–	–
ELECTRICITY SERVICES		25,000	–	–
Capital multi-year expenditure sub-total	7	117,242	19,465	10,820

Total Capital Expenditure - Vote		117,242	19,465	10,820
Capital Expenditure - Standard				
Governance and administration		1,057	650	400
Executive and council		-	-	-
Budget and treasury office		600	650	400
Corporate services		457	-	-
Community and public safety		42,900	15,135	6,540
Community and social services		1,200	1,835	1,590
Sport and recreation		750	550	1,000
Public safety		1,250	12,750	3,950
Housing		39,700	-	-
Health		-	-	-
Economic and environmental services		43,855	300	350
Planning and development		300	300	350
Road transport		43,555	-	-
Environmental protection		-	-	-
Trading services		29,430	3,380	3,530
Electricity		25,000	-	-
Water		-	-	-
Waste water management		-	-	-
Waste management		4,430	3,380	3,530
Other		-	-	-
Total Capital Expenditure - Standard	3	117,242	19,465	10,820
Funded by:				
National Government		13,242	15,927	19,365

Provincial Government		39,700	-	-
District Municipality		-	-	-
Other transfers and grants		23,300	-	-
Transfers recognized - capital	4	76,242	15,927	19,365
Public contributions & donations	5	-	-	-
Borrowing	6	-	-	-
Internally generated funds		41,000	-	-
Total Capital Funding	7	117,242	15,927	19,365

G. IDP PROJECTS

One year detailed operational plan that will be translating to SDBIP.

2010/11 Implementation plan:

Programme/Project		Funding Sources	GKM Funds	Grant Project Specific	2010/11
COMMUNITY AND PUBLIC SAFETY					
HOUSING PROJECTS					
Slum Clearance: 34 Housing Units		DOHS	0	1,900,000	1,900,000
Construction of Makhoba Housing Units		DOHS	0	24,300,000	24,300,000
Construction of Franklin Housing Units		DOHS	0	10,800,000	10,800,000
Bhongweni Area 5 & 6		DOHS	0	2,700,000	2,700,000
PARKS AND RECREATION					
Development of Sports Field			300,000		300,000
Bhongweni Tennis Court			450,000		450,000
LIBRARY PROJECTS					
Fencing & Parking of Library			100,000		100,000
Paving in Front of Library			150,000		150,000
CEMETERY PROJECTS					
Fencing Cemetery Site-Kransdraai			200,000		200,000
Fencing Cemetery Site-Franklin			700,000		700,000
PROTECTION SERVICES PROJECTS					
Safety Equipment for Law Enforcement Officers			0		0
Speed Humps(Kokstad)			0		200,000
Road Block Material			0		150,000
Revamping Brakes Testing Machine					200,000
Extension of Office Space					0
Road Signs					0
Road Safety & Crime Prevention Project					0
Backup Generator					100,000

Office Furniture					0
FIRE PROJECTS					
Disaster Management Equipment					100,000
Mini Structure Disaster Centre					0
Fire Engine Upgrade					300,000
Jaws of Life					150,000
Office Furniture & Equipment					0
Fire Fighting Equipment					100,000
ECONOMIC AND ENVIRONMENTAL SERVICES					
PLANNING & DEVELOPMENT PROJECTS					
Printers					0
Backup Generator –Main Offices					300,00
ROADS & STREETS PROJECTS					
Bhongweni Stadium					50,000
Upgrading of Murray Park					70,000
Bhongweni- Shayamoya Link Road					900,000
Rehabilitation of Horseshoe roads/Gravelling		MIG		2,810,640	2,810,640
Upgrading of Shayamoya Taxi Route Phase 1					500,000
Roads Rehabilitation 5 & 6 Bhongweni					583.840
Reconstruction of Kokstad Roads Phase4		MIG	8,500,000	5,734,258	14,234,258
Upgrading of Walter Sisulu Ext		MIG	2,000,000	1,310,400	3,310,400
75 Hope Street Office Upgrade/ Cover Parking			450,000		450,000
Kokstad Roads Phase 5		MIG		781,862	781,862
Tipper Truck			400,000		400,000
Jack/Weber Hammer			28,700		28,700
Small Bomag Roller/Trench/Plate Compactor			100,000		100,000
New Landfill Site Location		MIG		600,000	600,000
Other Roads(Gravel Roads)		MIG		1,500,000	1,500,000
Sports Field-Outside Areas		LOTTO		4,000,000	4,000,000
Community Hall Ext- 7			1,200,000		1,200,000
Upgrading of Riverview Stadium		DSR	500,000	2,200,00	2,700,000

Upgrading of Existing Courts into indoor Facility			2,000,000		2,000,000
Installing of Infrastructure in Longholmes Ext 1			5,000,000		5,000,000
Town Hall and Parking			1,500,000		1,500,000
Mphela Road			800,000		800,000
Special Projects(Roads Construction)			35,000		35,000
TRADING SERVICES					
ELECTRICITY PROJECTS					
Kargs Post Refurbishment			1,200,000		1,200,000
Infills		DME		600,000	600,000
Street Lights			2,000,000		2,000,000
Murray Park Flood Lights/Electricity Master Plan			800,000		800,000
Bhekintaba Substation			500,000		500,000
Bulk Meters			500,000		500,000
Cable Testing Vehicle			600,000		600,000
Design Master			300,000		300,000
Electrification Kransdraai		DME		2,500,000	2,500,000
Electricity Depot Refurbishment			800,00		800,000
Electrification Pakkies		DME		4,000,000	4,000,000
Migration of Prepaid		DME		10,000,000	10,000,000
Prepaid Meter Conversion			1,200,000		1,200,000
WASTE MANAGEMENT PROJECTS					
Integrated Waste Management Plan			350,000		350,000
Compactor Tractor			1,000,000		1,000,000
Brush Cutting Machines			150,000		150,000
Refuse Container and Bins			880,000		880,000
Food for Waste			1,500,000		1,500,000
Landfill Site			300,000		300,000
Flat Bed Trailer x 2			250,000		250,000
MUNICIPAL GOVERNANCE AND ADMINISTRATION					
CORPORATE SERVICES PROJECTS					
Records Shelving			150,800		150,00
Laptop ICT Co-ordinator			30,000		30,000
Intercom- Municipal Offices			40,000		40,000
Shredder Records			60,000		60,000
Sound System Council			100,000		100,000

Chamber					
ICT Co-ordinator and Real Estates Furniture			60,000		60,000
Admin Assistants: Office Furniture & Equipment			0		0
Secretariat & Records Office Furniture & Equipment			0		0
Leave Office Furniture & Equipment			0		0
PAC Office Furniture and Equipment			17,600		17,600
HR Admin & Personal Records Office Furniture & Equipment			0		0
HRIS Office Furniture & Equipment			0		0
IR Office Furniture			0		0
FINANCE PROJECTS					
Office furniture			600,000		600,000
LED PROGRAM					
Led Programme			1,000,000		1,000,000
Poverty Alleviation Programme			500,000		500,000
SPECIAL PROGRAMME					
Special and Youth Programme Activities			2,390,000		2,390,000
PUBLIC PARTICIPATION					
Community Participation			650,000		650,000
Publicity and Communication			900,000		900,000
PLANNING AND DEVELOPMET					
IDP Expenses			150,000		150,000
District Shared Services			150,000		150,000
Planning Expenses			294,680		294,680

H. FINANCIAL PLAN

1. PROPOSED DRAFT OPERATING BUDGET

DRAFT OPERATING EXPENDITURE, the total draft operating expenditure has been budgeted at the sum of R247, 616,923 million.

Salaries, wages and allowances are set to increase from R53 million to R65, 3 million which is 23% increase on overall salary budget, General expenditure for day to day operations and some strategic programs is set to increase by R46,8 million from R96,2 million (2009:10) to R143 million which is 48.64% increase, Repairs and maintenance for looking after the municipal infrastructure on roads, plant and equipment is set to increase from R5, 8 million to R6, 9 million which is 20,2% increase. The council has increased the funding contribution from its own revenue sources to capital budget for top-up purposes on grant funding from R 35, 5 million to R41 million.

PROPOSED DRAFT OPERATING BUDGET SUMMARY

The draft operating budget as proposed and explained above is summarized as follows:

Description By Main Votes	Proposed Expenditure	Proposed Income	Surplus / (Deficit)
Municipal Governance & Administration (<i>Councillors Admin, Municipal Manager, Admin & HR and Budget & Treasury</i>)	R96,000,349	R141,188,157	R45,187,808
Community & Public Safety (<i>Social Dev, Libraries, Cemetery, Public Amenities, Protection, Fire and Parks & Recreation</i>)	R26,983,805	R7,621,439	(R19,362,366)
Economic & Environmental Affairs (<i>Engineering, Estates, Roads & Streets and Workshop</i>)	R40,072,780	R963,662	(R41,109,118)
Sub Total Rates & General	R163,056,934	R149,773,258	(R13,283,676)
Trading Services (<i>Electricity and Cleansing</i>)	R82,559,989	R97,843,665	R15,283,676
Total	R247,616,923	247,616,923	0

The draft operating budget as proposed is inclusive of the R41, 000,300 to fund the capital expenditure from council raised revenue.

CONDITIONAL AND UNCONDITIONAL GRANTS

Grant Description	Amount Allocation Per DoRa	Purpose
Equitable Share	R36,196,000	Unconditional, provisioning of municipal services and indigent support.
Municipal Systems Improvement Grant (MSIG)	R750,000	Conditional, municipal administration systems enhancement and improvement.
Financial Management Grant (FMG)	R3,000,000	Conditional. Financial Management Reforms implementation as per MFMA.
Municipal Infrastructural Grant (MIG)	R13,242,000	Conditional, infrastructural improvement for provisioning of basic services.
Housing Grant	R39,700,000	Conditional, construction of low cost houses.
National Electrification Program (Municipality) (NEPM)	R10,600,000	Conditional, for electrification of households and other electrification purposes as determined.
National Electrification Program (Eskom) (NEPE)	R6,500,000	Conditional, for electrification of households and other electrification purposes as determined.
Sport Facilities Grant	R2,000,000	Conditional, to upgrade sport facilities as approved by Dept of Sport.

Provincial Allocations Grant	R4,400,000	Conditional, depends on provincial approvals.
Total	R103,146,000	

PROPOSED DRAFT CAPITAL BUDGET

The proposed draft capital budget has been compiled after taking into account a list of priorities from Ward Councillors. These projects are also in line with the IDP.

The allocations for infrastructural projects from Grant funding and Housing projects from housing department are as follows:

Description on Sources of Funding	Amount Allocated as Per Budget
Municipal Infrastructural Grant (MIG)	R13,242,000
Housing Grant	R39,700,000
Dept of Sport Grant	R2,200,000
National Electrification Program (Municipality) (NEPM)	R10,600,000
National Electrification Program (Eskom) (NEPE)	R6,500,000
Council raised Revenue	R41,000,300
Other (Lottery)	R4,000,000
Total	R117,242,300

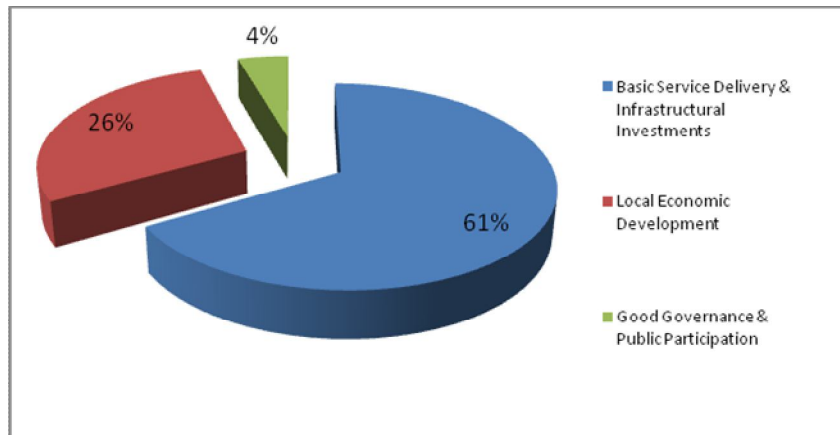
The overall proposed Draft Capital budget is expected to be at a total of R116, 580,441.

PROPOSED DRAFT CAPITAL AND OPERATING BUDGET

The total proposed draft capital and operating budget for 2010/2011 is estimated at sum of R323, 858, 923 and this is tabled as follows:

Description	2010/2011 Draft Proposed Capital & Operating Budget	2009/2010 Capital & Operating Budget
Operating Budget	R247,616,923	R196,816,888
Less: Council Revenue Contribution to Capital Budget	(R41,000,300)	(R35,473,609)
Total Operating Budget	R206, 616, 623	R161,343,279
Capital Budget	R117,242,300	R86,987,556
Total Budget	R323,858,923	R248,330,835

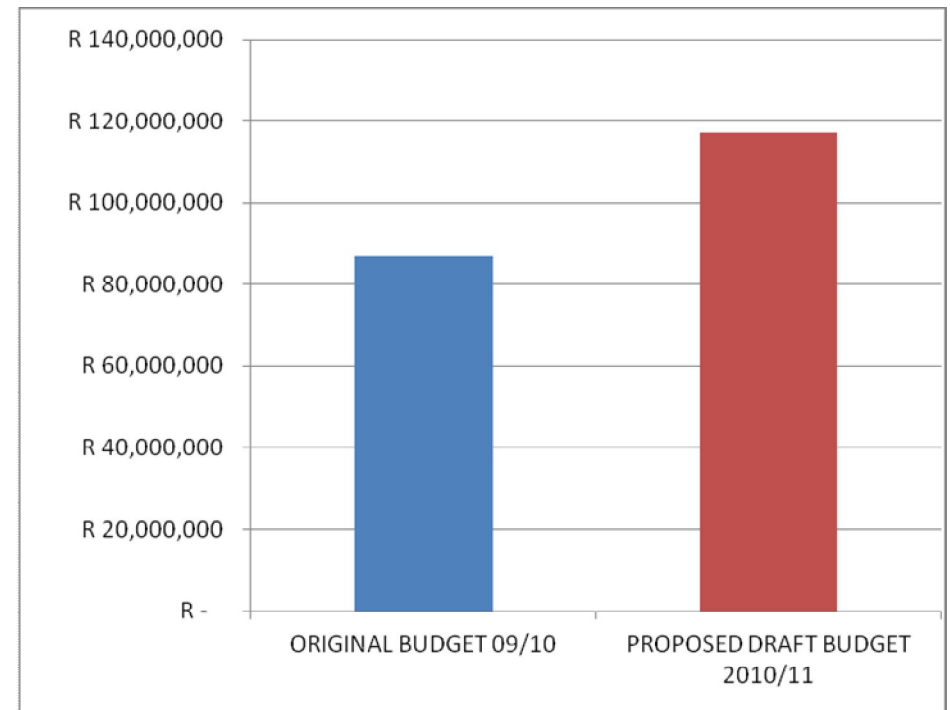
In conclusion, this is a proposed draft budget for both capital and operating estimates as suggested by all the Municipal departments. The proposed draft capital estimates have been compiled after taking into account the IDP projects



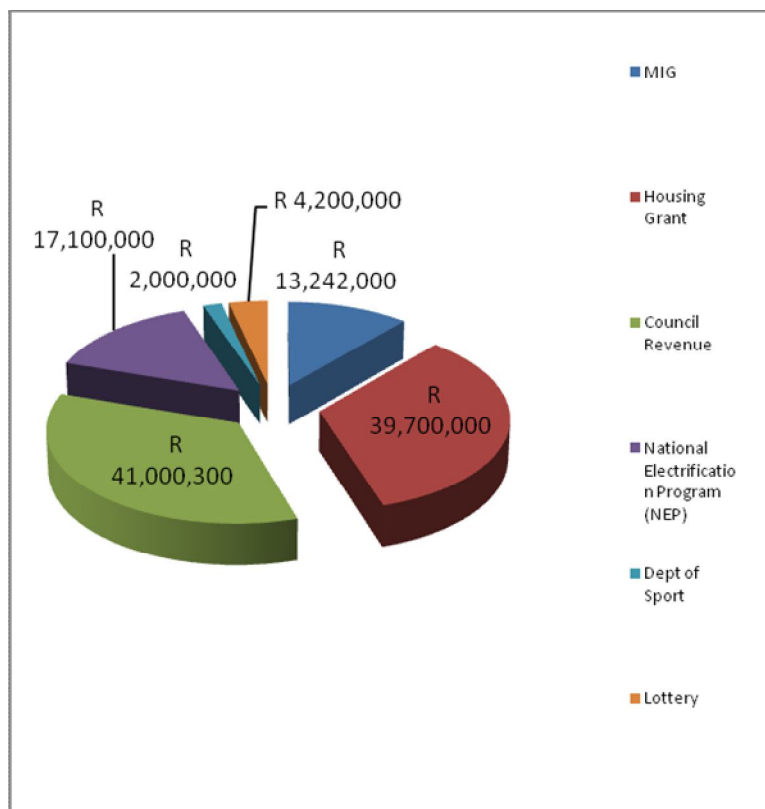
Proposed Draft Capital Budget

The proposed draft capital budget for 2010/2011 is R117, 242,300 million (Original 09/10: R86, 9 million) and the council funded portion has been capped at R41, 000,300 million. The budget for externally funded projects by the way of grants amounts to R117, 242,300 million.

Proposed Draft Capital Budgets Comparison



Proposed Draft Capital Estimates per Funding Source

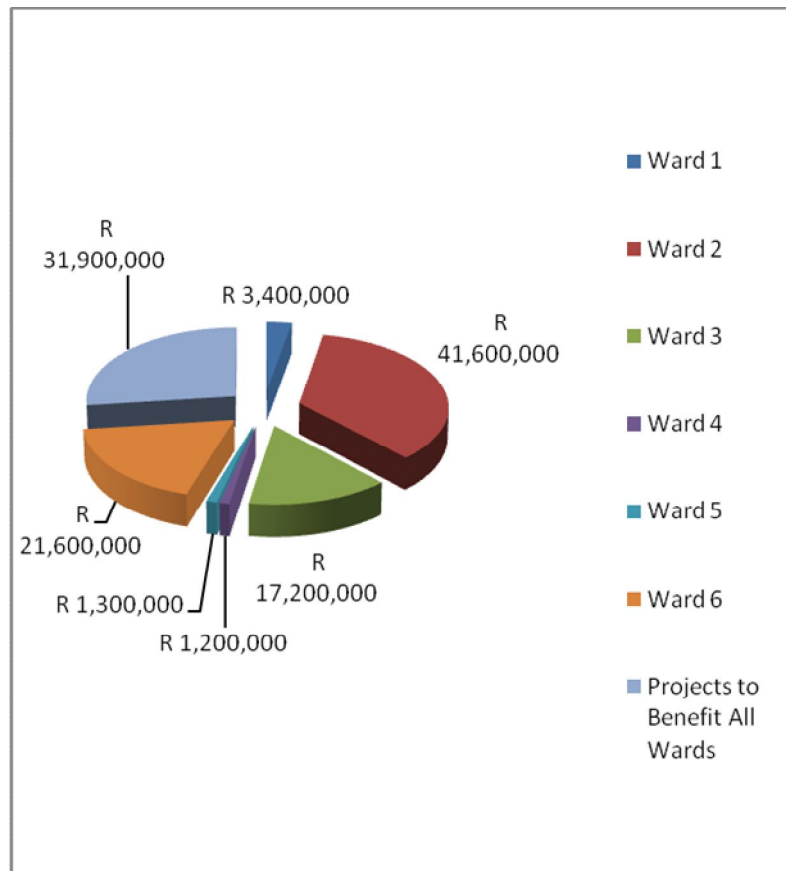


Draft Capital budget allocation per ward



WARDS	PROJECT NAMES	PROJECT AMOUNTS	% ALLOCATIONS PER TOTAL CAPEX & BUDGET
1. HORSESHOE	Gravelling of Roads Electricity infill's	R2,8 R0.600	R3,4 (3%)
2. FRANKLIN/MAKHOBHA	Makhoba Housing Franklin Housing Kransdraai Cemetery Fencing Franklin Cemetery Fencing Electrification Kransdraai	R24,3 R10,8 R0.500 R3,5 R2,5	R41,6 (35.25%)
3. TOWN	Murray Park Phase 4 Roads Phase 5 Roads Indoor Sport Complex Murray Park Lights	R0.070 R13,5 R0.781 R2,0 R0.800	R17,2 (14.58%)
4. EXTENTION 7	Community Hall	R1,2	R1,2 (1.02%)
5. BHONGWENI	Bhongweni Tennis Court Mpela Road	R0.450 R0.800	R1,3 (1.10%)
6. SHAYAMOYA	Slum clearance Area 5&6 Houses Bhongweni Stadium Link Road Taxi Route Area 5 & 6 Roads Walter Sisulu Ext Road Upgrade of Riverview Sport Fields Long homes Ext 1 Infrastructure Electrification Pakkies	R1,9 R2,7 R0.050 R0.900 R0.500 R0.574 R3,3 R2,7 R5,0 R4,0	R21,6 (18.31%)
7. MUNICIPALITY	Sport Fields Libraries Other Roads Gravelling Sport fields Project to Benefit all wards	R0.300 R0.800 R1,5 R4,0 R25,3	R31,9 (27.03%)

Project Allocation per Ward



Proposed Draft Expenditure

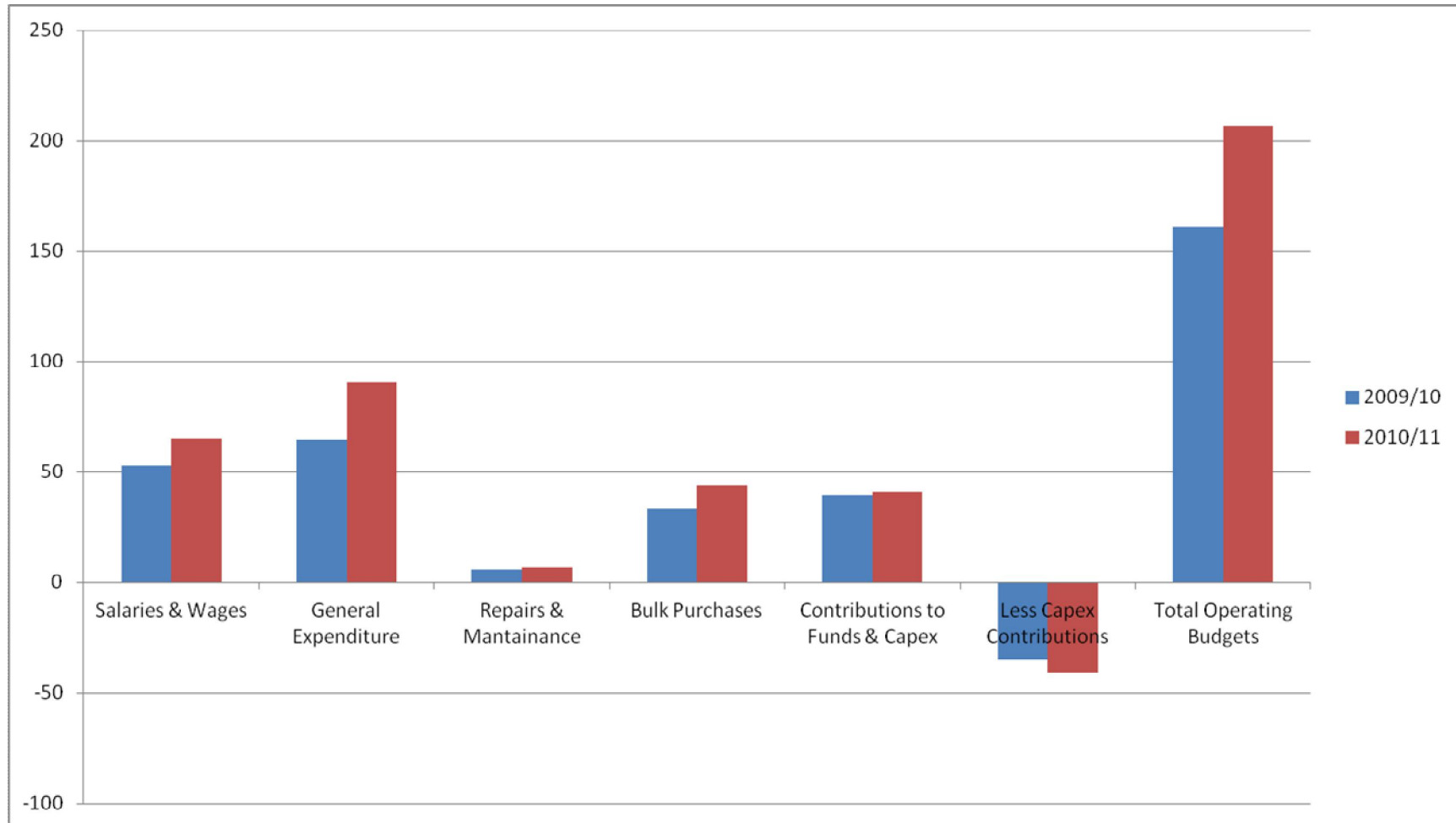
The estimated draft operating budget for 2010/2011 is R247, 616,923 (2009/2010, R196, 816,888). The salaries as a percentage of income are budgeted at 26.4%. The increase in General and Other expenses have been influenced by inflation factors.

The table below provides a summary per expense category:

Details	R/M Original Budget 2010	R/M Proposed Draft Budget 2011	% Increase /(Decrease)
Salaries, wages & allowances	53,0	65,3	23,2%
General Expenditure	64,6	90,7	40,4%
Repairs & Maintenance	5,8	6,9	19%
Bulk Purchases	33,5	43,7	30,4%
Contributions to funds & Capex	39,6	41,0	4,%
		247,6	26%

Sub Total	196,5		
Less: Capex Contributions	(35,4)	(41,0)	16%
Total Operating Budget	161,1	206,6	28,2%

Summary of Draft Operating Budget Comparison



Proposed Draft Budget Revenue

Major sources of draft budget revenue for the municipality (in comparison to 2009/10 budget). Revenue estimates for draft budget 2010/2011 is R247, 616, 923 (2009/10: R196, 816, 888) this resulted to an increase of R50, 800,035 which is 25% overall revenue increase.

Municipal tariffs are proposed to increase as follows:

Property Rates, rate randages are proposed to remain at 0,02c and 0,03c in each rand value as determined in the General and Supplementary rolls for Residential and Business, Industrial, Government categories respectively.

For farms, agricultural and public service infrastructural assets, the ratio on rate randages will remain at 1:0.025 of residential randages.

Rebates are proposed to be reduced for residential properties from 45% to 35%, for business and industrial to be reduced from 30% to 20% and for public service infrastructure to remain at 30%.

Rebates for government residential properties will be equated to the domestic residential properties at 35% and there will be no rebates on government properties for business purposes.

Rates exemptions for residential properties will remain at first 40,000 rands of the property value as determined in the rolls.

These proposed adjustments will translate to the following increases, Residential Properties will be 18%, and Business, Multi-purposes and Industrial will be 14%.

The phase in rebate at 25% for Farms and Agricultural will be effected as per MPRA requirements.

Electricity tariffs are subject to NERSA approved increase and this is estimated to be above 25% based on what is approved for ESKOM.

Refuse Removal and Fire Levy, these are proposed to increase by 9%.

All other **municipal charges** are proposed to increase by 6%.

Draft External Grants

The conditional and unconditional grants as part of municipal revenues for non capital expenditures are as follows,

Grant Name	Grant Amount	Grant % Per Total Municipal Revenues
Equitable Share	R36,196,000	14,61%
Municipal Systems Improvement Grant	R750,000	0,30%
Financial Management Grant	R3,000,000	1,21%
Total	R39,946,000	16,13%

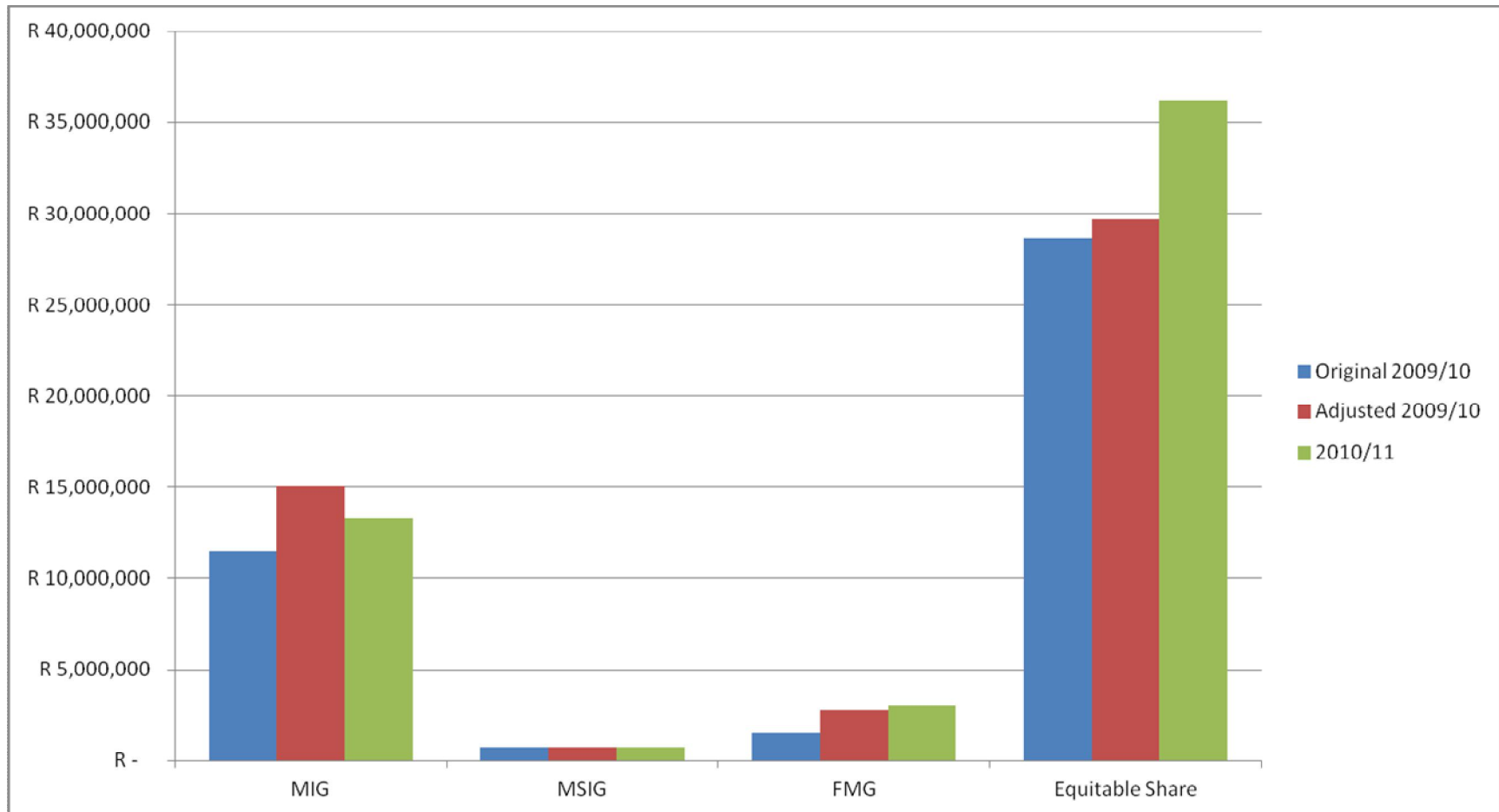
The municipal generated revenue contributes 83, 87% of the total operating budget and this means that the municipality mainly depends on its revenue generated.

The conditional grants as part of the municipal revenues for capital expenditures are as follows,

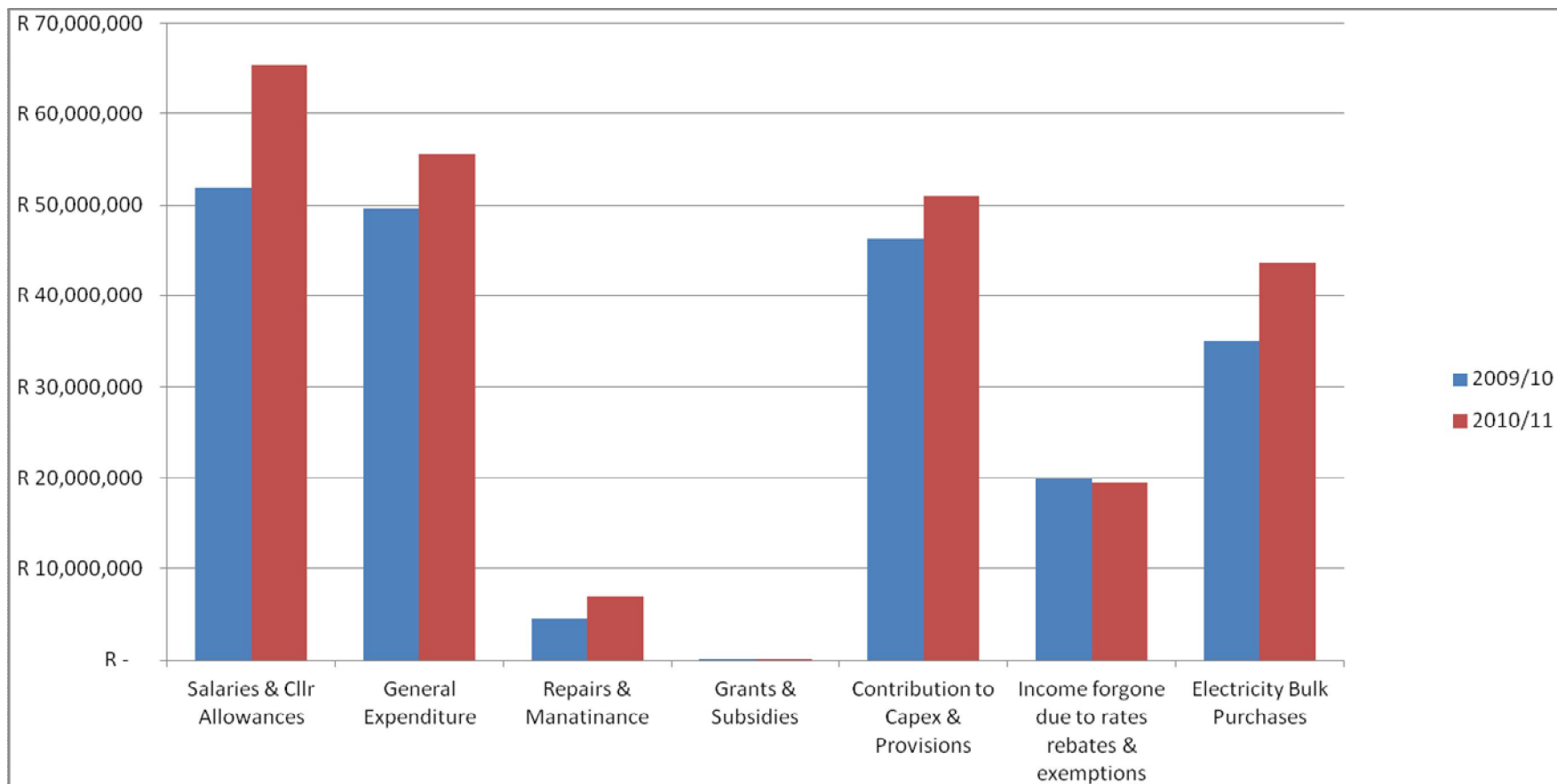
Grant Name	Grant Amount	Grant % Per Total Municipal Capital Revenues
Municipal Infrastructural Grant	R13,242,000	11,35%
Housing Grant	R39,700,000	34,05%
National Electrification Programme	R17,100,000	14,66%
Sport Facilities Grant	R2,000,000	1,71%
Lottery Grant	R4,400,000	3,77%
Total	R76,442,000	65,57%

The municipal generated revenue contributes 34, 43% of the total capital budget and this means more funding for capital budget comes from external sources.

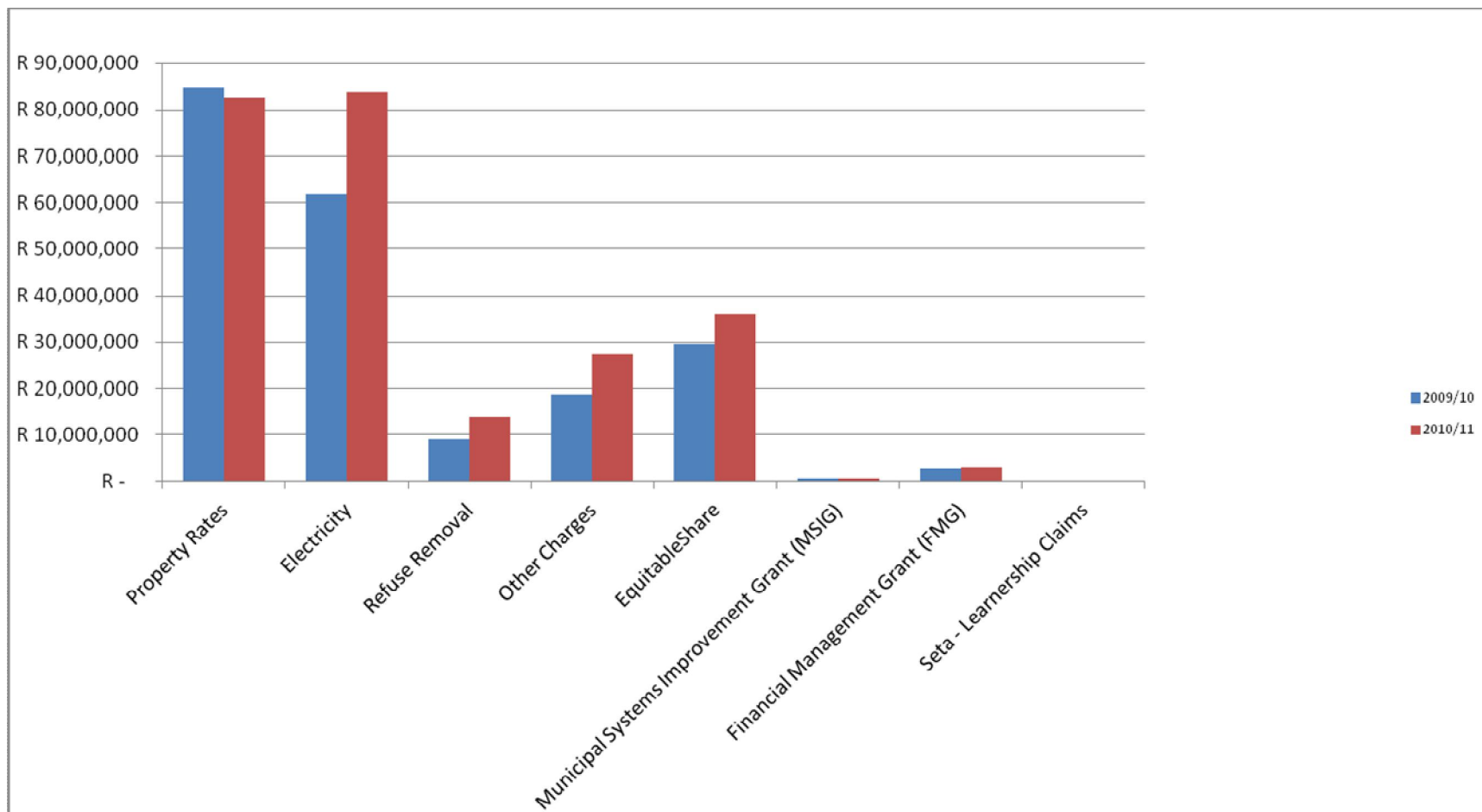
Draft Grants Allocation



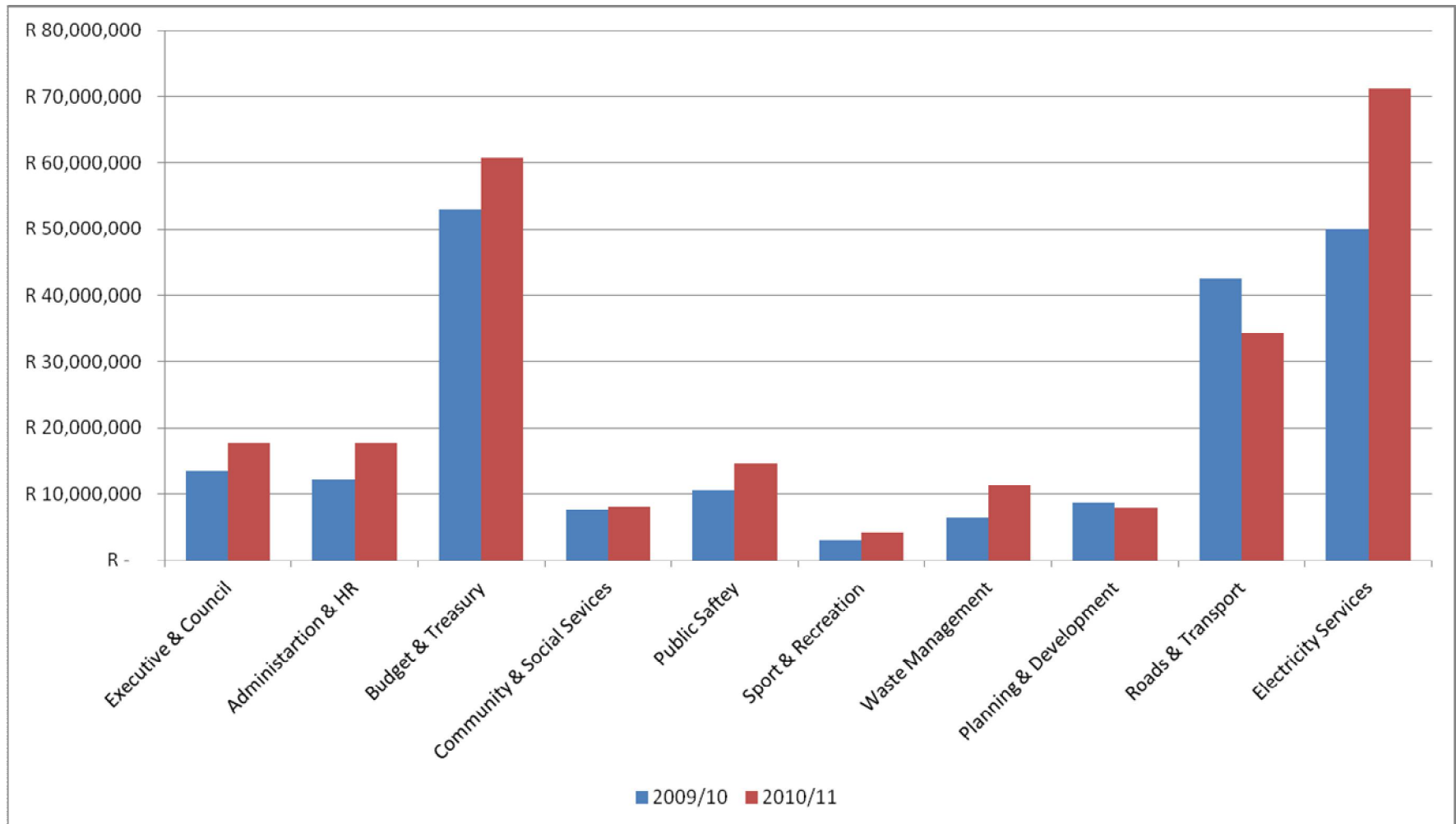
Proposed Draft Expenditure by Major Category 2010-2011



Major Proposed Draft Revenue per Sources 2010-2011



Allocation of Proposed Draft Expenditure per Vote 2010-2011



2010/2011 Proposed Draft Budget Summary

The 2010/2011 proposed draft budget has been prepared to improve the service delivery to the community of the Greater Kokstad Municipality. This is evident by the allocation of the draft capital budget which is R117, 2 million and of which R41, 0 million is a contribution from the council operating revenue. The draft operating budget has been capped at an amount of R247, 6 million of which an amount of R19 million and R7 million are expense for the Rates rebates, exemptions provided to the Rate Payers in ensuring that their rates are not charged from the total value as per valuation roll and this is regarded as the income forgone and other for depreciation of assets as required by new accounting reporting standards implemented (GRAP) respectively. The total proposed draft budget for both operating and capital presented by the council for 2010/2011 financial year is R323, 8 million.

I. PERFORMANCE MANAGEMENT SYSTEM

During this last financial year, and prior years: the Greater Kokstad Municipality had a Performance Management System (PMS) Policy and has been implementing an organizational PMS: using the SDBIP as the organizational scorecard. Performance reporting from the SDBIP scorecard has been undertaken to Management Meetings, Committees, Exco and Council. In addition the Annual Performance Report has been included in the Annual Report which has been considered by the Audit Committee and Oversight Committee prior to Council adoption.

Section 57 employees have contracts and performance agreements in place, with their relevant SDBIP scorecards as a component. Assessments have been undertaken in accordance with the regulations: quarterly and annually for the Section 57 employees: and organizationally annually.

During 2009/2010 however, a review of the PMS Policy was undertaken. The reviewed Policy included the OPMS and Individual PMS as aspects of the policy. In addition annexure to the policy are the procedures and templates (organizational and departmental scorecards which include reporting as an element of them, and individual annual workplans broken down quarterly, and to include planning and performance assessment within the template).

In addition to the revised, improved upon PMS policy and system, the political and administrative leadership attended NQF level 6 PMS in Local Government training; and had a focus session/workshop on the revised policy, procedures and templates.

The improved Policy and Procedures will be implemented in 2010/2011. This policy and procedure includes the following as part of the PMS system:

- ❖ IDP and SDBIP (Planning for PMS);
- ❖ Organizational and Departmental Scorecards (implementing OPMS);
- ❖ Section 57 Performance Agreements with their departmental scorecards attached;
- ❖ Individual workplans (Implementing IPMS);
- ❖ Quarterly Assessments (Implementing, Monitoring and Evaluating Organizational and Individual PMS);
- ❖ Reporting on performance (Implementing OPMS).

The scorecards enable monitoring, evaluation and reporting of performance against set/agreed upon indicators.

In addition, the following will strengthen the public participation in the PMS during 2010/11:

- ✓ Ward-Level Scorecards of performance will be provided to Ward Committees to enable them to monitor and evaluate performance.
- ✓ Quarterly Media Briefings following quarterly assessment and planning sessions.

In preparation for Auditor-General readiness an Audit working file has been set up; to populate during PMS implementation.

J. ANNEXURES

1. Detailed Spatial Development Framework
2. Disaster Management Plan

K. APPENDIX

The following table indicates the status of the various plans:

	Plan/Strategy	Yes	No	Remarks
1.	Land Use Management System		✓	Draft Land Use Management System has been completed and submitted to the Provincial Planning and Development Commission.
2.	Local Economic Development Strategy	✓		Strategy has been completed and it is due for review.
3.	Housing Sector Plan	✓		Plan has been completed
4.	Organizational PMS Framework	✓		
5.	Skills Development Plan	✓		Plan has been completed
6.	IDP Process Plan	✓		Attached
7.	Comprehensive Infrastructure Plan	✓		Phase 1 Completed
8.	Mid Year Budget and Performance Assessment	✓		Completed
9.	2008/9 Annual Report	✓		Completed

L. ADDENDUM

1. IDP Process Plan
2. Skills Development Plan
3. Organizational Organogram
4. Performance Management System